



**Town of Pagosa Springs  
Adopted Budget 2018**

**Fiscal Year January 1, 2018 to December 31, 2018**

**Adopted December 5, 2017**

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# TOWN OF PAGOSA SPRINGS 2018 BUDGET MESSAGE

**Andrea K. Phillips**  
**Town Manager**

## **INTRODUCTION**

The local economy continued to show steady growth in 2017, and 2018 is anticipated to be healthy as well. The primary measures of economic activity for the Town of Pagosa Springs (Town) are sales tax, lodger's tax, the unemployment rate, and the number of building permits issued. All items are on track to be record amounts, or at least equal or better to numbers from prior years. As of this writing, the unemployment rate in Colorado is 2.7% and in Archuleta County the rate is 2.2%, which is essentially full employment. Building permits for 2017 are expected to outpace prior years. School district enrollment for the 2017/2018 school year is up again compared to previous years. Last, as another ancillary indicator of economic health, the Town sought an investment grade credit rating in connection with the S. 8<sup>th</sup> Street Lease Purchase and was given an AA- from Standard & Poor's in November 2016. This is equal to a two-step increase from the A2 rating given by Moody's to the Town in 2012. Sales tax, lodger's tax, and visitation numbers will be covered in separate areas of this Budget Message and in the specific budget pages.

While economic indicators continue to be strong, in order to be fiscally prudent should the local economy experience another downturn, the Town Council has continued its policy requiring Town expenditures to be reduced in direct proportion to the reduction in sales tax revenues and that expenditure reductions should take into account the relative value of specific programs or services provided to the community. This policy has been in place for several years and was continued by the Town Council on January 3, 2017 in the form of Town Resolution 2017-01.

## **SUMMARY**

The Town has a total of six separate funds and each is accounted for separately. The governmental funds are reported using an accounting method called the modified accrual accounting method. For all six funds, the total expected revenue for 2018 is \$13.75 million and the total expenditures for the six funds are \$10.74 million. While the Town is utilizing significant reserves for capital projects in 2018, the total projected year end cash reserves for all six funds are \$3.0 million. From an overall standpoint, the Town continues to be in a healthy financial position.

## **GENERAL FUND**

The General Fund is one of two main funds of the Town along with the Capital Improvement Fund. Both receive the majority of their resources from sales tax. The projected revenues for the General Fund are as follows:

## *Revenues*

As indicated above, the main sources of revenue for the General Fund is sales tax. The sales tax rate in Archuleta County is 6.9%, and of that 6.9%, 2.9% is allocated to the State of Colorado and the remaining 4% of sales tax proceeds is split equally between the Town and Archuleta County. Of the 2% that goes to the Town, the revenues are evenly divided between the General Fund and the Capital Improvement Fund. The total projected revenue in the General Fund in 2018 is estimated to be \$3.28 million, not including the carryover cash from the prior year. Of that amount, 77% or \$2.52 million is anticipated to come from sales tax. For 2018, sales tax is projected to increase 2% above the year end estimate for 2017. This does represent a decrease in the growth rate experienced in the past three years, but it is seen as prudent to plan for a plateau in the growth of sales tax. At this time, staff is projecting that the town will end up 5% higher at the end of 2017 compared to budget.

The next largest revenue category for the General Fund is property tax and amounts to \$85,567 or 3% of annual revenues into this fund. Therefore, sales tax completely dwarfs all other revenue categories by a significant margin. The other revenue categories are: Licenses and Permits, Intergovernmental Revenue (which includes grants), Charges for Services, Fines and Forfeitures, Community Center, and Miscellaneous.

Including the prior year end cash reserve of \$1.89 million, total revenues are expected to equal \$5.17 million in 2018.

As stated above, two important barometers of the economy for our community are the sales tax and the lodger's tax and both continue to trend upward. To date, sales tax revenue in 2017 continues to show growth. Other general fund revenue sources such as property tax, charges for services, licensing and permit fees and mineral and severance taxes are expected to remain close to 2017 levels.

## *Expenditures*

Expenditures within the General Fund in 2018 are expected to total approximately \$3.62 million and are encompassed in five major categories. The categories are: General Government, Public Safety, Recreation, Community Support Services, and Other. The majority of expenses is in the General Government category and includes administrative costs such as the Town Manager/Administration Department, Town Clerk and Town Council, Community Center, Municipal Court, Building Department and the Planning Department. Of the \$3.62 million in planned expenditures, \$1.88 million is in General Government and \$998,875 is in Public Safety for a total of \$2.87 million, or almost 80% of the total expenditures in the General Fund.

The General Fund does have a significant cash reserve with 3% restricted as TABOR reserves. The projected fund balance at 2018 year end is \$1.44 million in unrestricted funds, or about 40% of the projected 2018 expenditures. The restricted TABOR reserve is \$108,618. The Council has adopted a policy of maintaining a minimum of a three-month operating reserve. That amount is \$855,154; the estimated year end unrestricted reserves are \$586,708 in excess of this amount.

Some additional specific notes about General Fund expenses for 2018 are as follows:

1. Each year, the Town Council allocates funding in the form of grants to area non-profit organizations for the delivery of specific community services. The 2018 awards total \$62,900 and are for eight different organizations. An additional \$15,000 is budgeted in the Police Department for the Axis Health Acute Treatment Unit.
2. The Town Council and the Board of County Commissioners have articulated three joint strategic priorities-Early Childhood Care and Education, Broadband Expansion and Attainable/Workforce Housing or “Housing Choices.” At this time, \$200,000 total is budgeted for these initiatives with \$100,000 allocated to Early Childhood Care and Education and \$50,000 each for Broadband Expansion and Housing Choices. Within Economic Development/Council Initiatives, the Town is budgeting for reimbursements to Hometown Food Market of \$20,000 from the General Fund and \$20,000 from the Capital Improvement Fund. There is also \$30,000 budgeted for an economic development organization, which went to the CDC in the past two years. This includes \$5,000 for a data analytics program. Like last year, the Town is also budgeting \$15,000 for the ADA retrofit initiative for local businesses to participate in the Town’s matching program and for assessments to town parks.
3. The popular summer camp-K.I.D.S. (Kickin’ it During Summer) will be expanded to add an additional 30 slots in 2018. Additional funding has been added to the Community Center Department for more summer counselors, additional transportation costs and supplies.

## **CAPITAL IMPROVEMENT FUND**

### *Revenues*

The Capital Improvement Fund is the other large fund operated by the Town. As mentioned above, this fund is primarily supported by sales tax revenues. However, the Capital Improvement Fund may also receive significant funding from other sources, primarily in the form of grants from the state or federal government. This can vary widely from year to year depending on the availability of grant funding from the different sources. For 2018, it is anticipated that approximately \$938,442 will be received from various grant sources for projects in the areas of Parks, Streets, Trails, and Historic Preservation.

For 2018, the overall revenue for the Capital Improvement Fund from all sources is expected to be \$4.14 million, with the largest source (61% or \$2.52 million) deriving from sales tax. Grant funding makes up the second largest source of revenues. In 2018, impact funds for specific infrastructure items will be coupled with Capital Improvement Funds to complete some capital projects. Including the prior year cash reserves, available funding in 2018 equals \$6.51 million.

### *Expenditures*

In the Capital Improvement Fund, expenditures for 2018 are expected to total \$5.94 million and includes a multitude of projects. This fund pays for capital projects for almost all departments of the Town and includes General Government, police, parks, courts, community center, streets, recreation, sidewalks,

trails, geothermal, and the visitor center. In addition, the Capital Improvement Fund also helps to pay the operational costs for those departments that service the capital expenses. The operational departments include Streets (Public Works), Parks, Projects, and Facilities. Debt payments that the Town has incurred for major capital projects or facilities are also paid from this fund, which include the lease purchases for S. 8<sup>th</sup> Street reconstruction, the Visitor Center building purchase, and a front end loader.

For 2018, the total revenue from all sources is estimated to be \$6.51 million and the projected expenditures out of the Capital Improvement Fund are anticipated to total \$5.94 million. This will leave approximately \$577,014 as an ending cash reserve. Unrestricted reserves, not including the three percent TABOR restricted amount, are projected to be \$398,880 at the end of 2018. This is slightly above the Town's minimum three month reserve.

Notable capital projects for 2018 include, but are not limited to:

- Street maintenance projects on Mesa Heights, South Pagosa Street, and Talisman Drive
- Road improvements for South 5th Street from Apache to High School Road, including new curb, gutter and sidewalk
- Purchase of a street sweeper
- Lighting improvements to Aspen Village
- Safe Routes to School sidewalk improvements on North 8th Street
- Enhancements to Yamaguchi Park and South Park playground equipment and sports fields
- Design and engineering of the Hermosa Street trail connector of the Riverwalk
- Completion of Hermosa Street paving project and paving of parking areas adjacent to and near Town Park
- Completion of South 8<sup>th</sup> Street road reconstruction project and trail (500 block remaining)
- Purchase of two new police patrol vehicles
- Restoration of the historic Rumbaugh Creek Bridge and adjacent water works building
- Harman Hill phase of Town to Lakes trail design and engineering
- Replacement of water fountain at Pinon Lake
- Continuation of the Sidewalk Replacement Plan
- Drainage maintenance and new culverts

### **LODGER'S TAX FUND**

The Lodger's Tax Fund is completely funded by a tax collected from visitors staying at lodging establishments. This is comprised of revenue from the town and county lodging tax, which is 4.9% and 1.9%, respectively. Archuleta County has been a consistent participant with the Pagosa Area Tourism Board and the partnership has been working well to date. The Town has been fortunate to see continued growth in lodger's tax proceeds over the past several years. Lodger's tax is expected to grow by 3.02% from 2016 actual to 2017 estimated year end and is projected to remain essentially flat from 2017 to 2018. Visitation continues to be strong, with an estimated 75,000 visitors to the Town's Visitor's Center in 2017.

### *Revenues*

For 2017, the Town's portion of the lodger's tax is expected to reach approximately \$590,000. This represents a 1.7% increase over 2017 estimated. The County's portion of the lodger's tax is estimated to be about \$140,000. Including a grant from the Colorado Tourism Office for the marketing of the Colorado Historic Hot Springs Loop and a small amount of miscellaneous revenue, the total revenue for the Lodger's Tax Fund is projected to be \$776,500 in 2018. This is a little more than the revenue budget for 2017 of \$731,500. Including the prior year end cash reserve of \$311,383, the available funding for 2018 is \$1,088,383.

### *Expenditures*

Expenditures for the Lodger's Tax Fund are categorized as Personnel, Commodities, Capital Projects, Visitor Information and Contractual. Personnel costs include the Tourism Director and staff for the visitor center operations. A new position of Content Marketing Manager is included in the 2018 budget. The vast majority of the expenses for Commodities are for external marketing, event funding and event marketing, and visitor center maintenance. Capital Projects includes assistance for the Overlook deck project in 2017, wayfinding and signage, beautification efforts and holiday decorations, and a tourism master plan. Data analytics will help inform visitor spending and assist with planning for marketing campaigns. The Contractual expense is for the annual Fourth of July community fireworks display. Total expenses for 2018 are expected to be \$776,461, leaving a fund balance of approximately \$311,922.

## **CONSERVATION TRUST FUND**

Conservation Trust Funds come from the State of Colorado and originate from lottery funds. The money is to be used for parks and recreation purposes. The Town receives two allocations, one from the State and another from Archuleta County.

### *Revenues*

The Town receives a Conservation Trust allocation annually and has averaged around \$17,000 each year. The anticipated total revenue in 2018 is \$17,000 for the Town's allocation and \$30,000 from Archuleta County's allocation. Including the prior year fund balance of \$40,174, the total revenue in 2018 is \$87,414.

### *Expenditures*

Conservation Trust Funds are proposed for several projects in 2018. The first allocation is for improvements at Yamaguchi Park in the amount of \$44,000. This includes a shade structure, sod, additional irrigation, and landscaping. Additional equipment for the exercise room at the Community Center is budgeted, along with \$10,000 for new playground equipment at South Park. Funds for general parks maintenance and a swing set at River Center Park are also included. Total expenditures for 2018 are estimated at \$65,000, leaving an end of year balance of \$22,174.

## **GEOTHERMAL ENTERPRISE FUND**

The Town operates a geothermal heating system that provides heat to 30 customers (residences, businesses, and heating for sidewalks) as well as leasing geothermal water to two private businesses. The system is an enterprise fund and is expected to be self-supporting.

### *Revenues*

The Town collects utility fees from users of the geothermal system, which is primarily utilized in the late fall and winter. The estimated user fees to be collected in 2018 are \$40,500. The lease of geothermal water from the Town's well to a private business is assessed annually and for 2018 it is estimated to be \$1,197 for a total of \$41,697 in annual revenues. Including the prior year end cash reserves of \$111,490, the available funds are approximately \$153,187.

### *Expenditures*

The expenditures are consistent with other departments with the majority of expenses in the Capital Improvements category. Expenses are primarily for equipment purchases or capital repairs. In 2018, a total of \$35,000 is budgeted for a capital assessment and maintenance/utilization plan. Total expenses for all categories are anticipated to total \$74,350. When subtracted from the projected revenues of \$153,187 the projected year end carryover is estimated to be about \$78,837.

## **IMPACT FEE / TRUST FUND**

The Town, for many reasons, holds a variety of funds in trust and also collects impact fees for new developments. The funding is also specified for a specific purpose such as road improvements, public facilities, parks and trails. The Town has 20 different trust/impact fee accounts that total \$581,813 estimated at year end of 2017. In addition to the 20 Town accounts, the Town collects impact fees on behalf of local emergency service providers, the school district, and for water storage. These funds are passed on to these local agencies.

In 2018, expenditures out of the trust/impact fees accounts are estimated to be approximately \$264,689. Capital projects planned for 2018 are supplemented by funds from these specific accounts. A year end 2018 fund balance of \$466,124 is estimated at this time.

## **2018 EQUIPMENT/VEHICLE PURCHASES**

In 2018 there are three vehicles/pieces of heavy equipment to be acquired as follows:

- Two new police patrol vehicles
- One new street sweeper for Public Works. The Town hopes to use CMAQ funds for the majority of this purchase.

## **ASSESSED VALUATION AND MILL LEVIES**

The Town of Pagosa Springs' assessed valuation for 2018 is \$54,956,526 (a slight increase of \$1,550,062 from 2017). The Town Council set the Town Mill Levy at 1.557 Mills, generating \$85,567 in 2018.

## **STAFFING**

In 2018, the Town will employ 43 full time employees, three part time employees and approximately 32 seasonal employees. For 2018, there are three planned staffing adjustments:

1. Reclassify the position of Human Resources/Records Clerk to Human Resources/Records Administrator. The type of duties performed by the individual in this position has changed over time and are now beyond the scope of a clerk position. In 2018, the title will be amended and the pay grade will be adjusted accordingly to grade 18. The increased cost in 2018 for this adjustment is estimated to be \$4,920.
2. Adjust the pay grade and the status of the Court Administrator/Probation Officer. Based upon an analysis of the pay schedule and the duties required for both functions, the pay grade will be adjusted from 20 to 22 and the status of the position will be amended from non-exempt to exempt. The increased cost in 2018 for this adjustment is \$3,967.
3. In the Lodger's Tax Fund, a new position of a Content Marketing Manager is budgeted at a salary of \$42,000. The Tourism Director requested this position to assist with social media, video and outreach.

The budget for 2018 assumes a pay adjustment based on the consumer price index (a measure of inflation) of 2.772% for all employees beginning January 1st. Employees may be eligible for a merit increase based on their annual evaluation of 0 to 3%. For budgeting purposes, an assumption of a 2% average merit increase has been included.

To assist with police officer recruiting, \$5,000 has been included in the Police Department's budget to provide one-time hiring bonuses at the discretion of the Police Chief.

Approximately \$12,500 is budgeted for an update to the 2012 compensation survey. This study is needed to determine what, if any, adjustments should be made to the Town's compensation structure. Human Resources staff will work closely with departments to review organizational needs and position descriptions.

## **AUDIT OF TOWN REVENUES AND EXPENDITURES**

As soon as it is completed (estimated April 2018), the audit of the Town's 2017 revenue and expenditures will be available for public review.

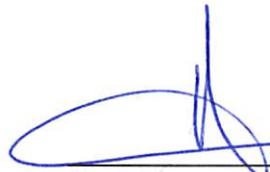


Town of Pagosa Springs  
P.O. Box 1859  
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### ASSESSED VALUATION AND MILL LEVIES

YEAR	2016	2017	2018
ASSESSED VALUATION	51,079,404	53,406,464	54,956,526
MILL LEVY	1.565 Mills	1.559 Mills	1.557 Mills
TOTAL REVENUES	\$79,939	\$83,261	\$85,567

I, April Hessman, certify that the attached is a true and accurate copy of the adopted 2018 budget of the Town of Pagosa Springs, Colorado.

  
April Hessman, Town Clerk/Finance



## CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

**TO:** County Commissioners<sup>1</sup> of Archuleta County, Colorado.

On behalf of the Town of Pagosa Springs,  
(taxing entity)<sup>A</sup>

the Town Council,  
(governing body)<sup>B</sup>

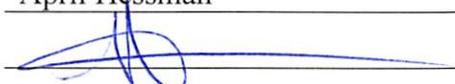
of the Town of Pagosa Springs,  
(local government)<sup>C</sup>

**Hereby** officially certifies the following mills to be levied against the taxing entity's GROSS \$ 54,956,526 assessed valuation of: (GROSS<sup>D</sup> assessed valuation, Line 2 of the Certification of Valuation Form DLG 57<sup>E</sup>)

**Note:** If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area<sup>F</sup> the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ \_\_\_\_\_ (NET<sup>G</sup> assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

**Submitted:** 12/05/2017 for budget/fiscal year 2018.  
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY <sup>2</sup>	REVENUE <sup>2</sup>
1. General Operating Expenses <sup>H</sup>	1.557 mills	\$ 85,567
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction <sup>I</sup>	< > mills	\$ < >
<b>SUBTOTAL FOR GENERAL OPERATING:</b>	<b>1.557 mills</b>	<b>\$ 85,567</b>
3. General Obligation Bonds and Interest <sup>J</sup>	_____ mills	\$ _____
4. Contractual Obligations <sup>K</sup>	_____ mills	\$ _____
5. Capital Expenditures <sup>L</sup>	_____ mills	\$ _____
6. Refunds/Abatements <sup>M</sup>	_____ mills	\$ _____
7. Other <sup>N</sup> (specify): _____	_____ mills	\$ _____
_____	_____ mills	\$ _____
<b>TOTAL:</b> [ Sum of General Operating Subtotal and Lines 3 to 7 ]	<b>1.557 mills</b>	<b>\$ 85,567</b>

Contact person: April Hessman Daytime phone: ( 970 ) 264-4151 ext 237  
(print)  
Signed:  Title: Town Clerk

*Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 866-2156.*

<sup>1</sup> If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.  
<sup>2</sup> Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's final certification of valuation).

**AMENDED CERTIFICATION OF VALUES**

TOWN OF PAGOSA SPRINGS

Name of Jurisdiction: TOWN OF PAGOSA SPRINGS

New District:

**USE FOR STATUTORY PROPERTY TAX REVENUE LIMIT CALCULATIONS (5.5% LIMIT) ONLY**

In accordance with 39-5-121(2)(a) and 39-5-128(1), C.R.S. The total Assessed Valuations for taxable year 2017	
In Archuleta County, CO	On 11/15/2017 Are:
Previous Year's Net Total Assessed Valuation:	\$53,406,464
Current Year's Gross Total Assessed Valuation:	\$54,956,526
(-) Less TIF district increment, if any:	\$0
Current Year's Net Total Assessed Valuation:	\$54,956,526
New Construction*:	\$293,141
Increased Production of Producing Mines**:	\$0
<b>ANNEXATIONS/INCLUSIONS:</b>	\$0
Previously Exempt Federal Property**:	\$0
New Primary Oil or Gas production from any Oil and Gas leasehold or land (29-1-301(1)(b) C.R.S.)***:	\$0
Taxes collected last year on omitted property as of August 1 (29-1-301(1)(a) C.R.S.) Includes all revenue collected on valuation not previously certified.	\$27.90
Taxes Abated or Refunded as of August 1 (39-10-114(1)(a)(I)(B) C.R.S.):	\$0.00

This value reflects personal property exemptions IF enacted by the jurisdiction as authorized by Art. X, Sec. 20(8)(b), Colo. Constitution  
 \* New Construction is defined as: Taxable real property structures and the personal property connected with the structure.  
 \*\* Jurisdiction must submit a certification to the Division of Local Government in order for a value to be accrued (DLG52 & 52A)  
 \*\*\* Jurisdiction must submit an application to the Division of Local Government in order for a value to be accrued. (DLG 52B)

**USE FOR 'TABOR' LOCAL GROWTH CALCULATIONS ONLY**

In accordance with the Art. X, Sec. 20, Colorado Constitution and 39-5-121(2)(b), C.R.S. The Actual Valuations for the taxable year 2017	
In Archuleta County, CO	On 11/15/2017 Are:
Current Year's Total Actual Value of All Real Property*:	\$323,918,040
<b>ADDITIONS TO TAXABLE REAL PROPERTY:</b>	
Construction of taxable real property improvements**:	\$3,781,387
<b>ANNEXATIONS/INCLUSIONS:</b>	\$0
Increased Mining Production***:	\$0
Previously exempt property:	\$0
Oil or Gas production from a new well:	\$0
Taxable real property omitted from the previous year's tax warrant. (Only the most current year value can be reported):	\$0
<b>DELETIONS FROM TAXABLE REAL PROPERTY IMPROVEMENTS:</b>	
Destruction of taxable property improvements.	(\$20,000)
Disconnections/Exclusions:	\$0
Previously Taxable Property:	(\$19,980)

\* This includes the actual value of all taxable real property plus the actual value of religious, private schools, and charitable real property.  
 \*\* Construction is defined as newly constructed taxable real property structures.  
 \*\*\* Includes production from a new mine and increase in production of a producing mine.

NOTE: All levies must be certified to the Board of County Commissioners no later than December 15, 2017

**SUMMARY OF ALL FUNDS REVENUES AND EXPENDITURES**

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>
<b>REVENUES</b>					
General Fund	4,958,953	4,980,373	4,998,131	5,091,503	5,171,094
Capital Improvement	3,908,188	6,606,019	8,469,545	7,653,795	6,514,816
Impact Fee Fund	643,326	660,683	666,743	700,162	730,813
Lodgers Tax Fund	835,091	1,077,028	1,040,657	1,126,084	1,088,383
Geothermal Enterprise Fund	138,934	146,405	143,883	145,040	153,187
Conservation Trust Fund	111,435	138,374	128,044	136,174	87,174

<b>EXPENDITURES</b>					
General Fund	2,484,248	3,086,477	3,469,347	3,203,962	3,620,614
Capital Improvement	2,542,508	3,424,910	7,648,382	5,280,703	5,937,802
Impact Fee Fund	562,029	100,085	97,305	118,349	264,689
Lodgers Tax Fund	616,658	716,762	853,059	814,201	776,461
Geothermal Enterprise Fund	41,285	43,062	40,350	33,550	74,350
Conservation Trust Fund	22,752	74,200	100,000	96,000	65,000

<b>Year End Cash Reserve</b>					
General Fund	2,474,705	1,893,896	1,528,784	1,887,541	1,550,480
Capital Improvement	1,365,680	3,181,110	821,163	2,373,092	577,014
Impact Fee	81,297	560,598	569,438	581,813	466,124
Lodgers Tax Fund	218,433	360,266	187,598	311,883	311,922
Geothermal Enterprise Fund	97,649	103,343	103,533	111,490	78,837
Conservation Trust Fund	88,683	64,175	28,044	40,174	22,174

GENERAL FUND REVENUES						
Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>TAXES &amp; CONTRACTS</b>						
10-31-100	Property Tax	76,221	80,057	83,261	83,261	85,567
10-31-200	Special Ownership/MVL	14,394	15,274	13,500	15,250	15,000
10-31-310	Sales Tax	2,079,707	2,267,949	2,352,997	2,470,647	2,520,060
10-31-420	Cigarette Tax	16,037	17,173	16,000	17,500	17,500
10-31-600	Gas Franchise	15,387	16,595	15,000	16,000	16,000
10-31-610	Telephone Franchise	10,066	25,301	10,000	9,300	10,000
10-31-750	Cable TV Franchise	6,170	5,460	6,500	5,200	5,500
10-31-760	Electric Franchise	0	0	0	0	0
10-31-770	Ground Lease	111,830	56,299	77,000	79,000	82,286
10-31-810	Severance Tax	15,106	4,686	5,000	4,623	4,000
	<b>subtotal</b>	<b>2,344,918</b>	<b>2,488,793</b>	<b>2,579,258</b>	<b>2,700,780</b>	<b>2,755,913</b>
<b>LICENSES &amp; PERMITS</b>						
10-32-110	Liquor License	13,234	11,921	12,000	9,500	11,000
10-32-120	Marijuana Business Licensing	11,500	9,700	6,000	21,500	10,000
10-32-190	Business License	15,225	17,880	19,000	13,650	15,000
10-32-210	Building Permits/Signs/Banners	74,371	52,386	55,000	85,000	62,500
10-32-211	Planning Fees	9,911	10,436	7,500	8,020	10,000
10-32-220	Contractor Licensing	7,525	10,190	7,500	7,500	7,500
	<b>subtotal</b>	<b>131,766</b>	<b>112,513</b>	<b>107,000</b>	<b>145,170</b>	<b>116,000</b>
<b>INTERGOVERNMENTAL REVENUE</b>						
10-33-410	Mineral Leasing	3,313	6,591	4,000	4,477	4,000
10-33-480	PSSGID Insurance	17,500	17,500	17,500	17,500	17,500
10-33-490	PSSGID Bookkeeping	25,000	25,000	25,000	25,000	25,000
10-33-500	Geothermal Bookkeeping/Insurance	6,000	6,000	6,000	6,000	6,000
10-34-655	DOLA Geothermal Greenhouse Grant	135,874	139,126	0	0	0
10-34-665	CWCB Geothermal Greenhouse Grant	29,114	18,608	0	0	0
	<b>subtotal</b>	<b>216,801</b>	<b>212,825</b>	<b>52,500</b>	<b>52,977</b>	<b>52,500</b>
<b>CHARGES FOR SERVICES</b>						
10-34-630	Dept Human Service Building Lease	31,000	31,000	31,900	31,900	31,900
10-34-650	Recreation User Fees	38,754	46,725	42,000	40,000	40,000
10-34-680	Developer Reimbursement Fees	22,847	2,561	4,000	12,000	12,000
	<b>subtotal</b>	<b>92,601</b>	<b>80,286</b>	<b>77,900</b>	<b>83,900</b>	<b>83,900</b>
<b>FINES AND FORFEITS</b>						
10-35-110	Court Fines	34,433	50,846	35,000	40,000	40,000
10-35-115	Traffic Surcharges	3,723	6,982	4,000	5,500	5,000
10-35-125	Police Fees & Misc	4,610	4,255	3,000	6,000	4,000
10-35-740	Police Grant/Training	0	25,296	28,000	28,000	27,240
10-35-750	Police Contracted Services	0	8,340	12,500	8,000	8,000
	<b>subtotal</b>	<b>42,766</b>	<b>95,717</b>	<b>82,500</b>	<b>87,500</b>	<b>84,240</b>
<b>MISCELLANEOUS</b>						
10-36-110	Miscellaneous	20,679	27,602	10,000	25,000	10,000
10-39-990	Interest Earned	12,366	40,044	25,000	54,000	40,000
10-36-115	Administration from Impact Fee Fund	0	0	1,000	1,000	1,000
	<b>subtotal</b>	<b>33,045</b>	<b>67,646</b>	<b>36,000</b>	<b>80,000</b>	<b>51,000</b>
<b>COMMUNITY CENTER</b>						
10-37-110	Center Rentals	38,484	19,503	15,000	15,000	15,000
10-37-115	Events and Programs	27,911	71,859	60,000	55,000	4,000
10-37-	KIDS Summer Youth Program	0	0	0	0	64,000
10-37-120	Center Leases	46,365	48,139	45,815	50,000	50,000
10-37-125	Center Miscellaneous	2,334	6,287	5,000	7,000	7,000
	<b>subtotal</b>	<b>115,094</b>	<b>145,788</b>	<b>125,815</b>	<b>127,000</b>	<b>140,000</b>
	<b>GENERAL FUND REVENUE</b>	<b>2,976,991</b>	<b>3,203,568</b>	<b>3,060,973</b>	<b>3,277,327</b>	<b>3,283,553</b>
	Prior Year End Cash Reserve	1,981,962	1,776,805	1,937,158	1,814,176	1,887,541
	<b>Total General Fund Revenue</b>	<b>4,958,953</b>	<b>4,980,373</b>	<b>4,998,131</b>	<b>5,091,503</b>	<b>5,171,094</b>

a Reflects a 2% increase from 2017 estimated end of year (5% over budget)

GENERAL FUND EXPENDITURES						
Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>GENERAL GOVERNMENT</b>						
10-44	Town Manager/Admin Department	236,043	354,237	268,494	256,066	265,930
10-42	Town Clerk/Town Hall Department	405,331	433,717	443,805	444,296	508,311
10-45	Building Department	126,853	222,723	248,480	246,114	249,802
10-46	Planning Department	141,622	153,019	174,128	168,522	258,135
10-48	Municipal Court Department	234,929	288,811	311,085	308,790	334,034
10-53	Community Center Department	223,167	223,718	230,652	224,367	261,326
	<b>subtotal</b>	<b>1,367,945</b>	<b>1,676,224</b>	<b>1,676,644</b>	<b>1,648,155</b>	<b>1,877,538</b>
<b>PUBLIC SAFETY</b>						
10-51	Police Department	702,525	839,370	949,697	917,058	998,875
	<b>subtotal</b>	<b>702,525</b>	<b>839,370</b>	<b>949,697</b>	<b>917,058</b>	<b>998,875</b>
<b>RECREATION</b>						
10-56	Recreation Department	162,893	194,508	226,246	225,848	231,301
	<b>subtotal</b>	<b>162,893</b>	<b>194,508</b>	<b>226,246</b>	<b>225,848</b>	<b>231,301</b>
<b>COMMUNITY SUPPORT SERVICES</b>						
10-75	Service Organizations	63,740	77,100	82,380	82,380	62,900
10-77	Economic Dev/Council Initiatives	42,539	138,422	107,425	95,066	250,000
	<b>Subtotal</b>	<b>106,279</b>	<b>215,522</b>	<b>189,805</b>	<b>177,446</b>	<b>312,900</b>
<b>OTHER EXPENDITURE</b>						
10-76-100	General Fund Reserves	0	0	426,955	235,455	200,000
10-76-200	Geothermal Greenhouse Grant Funds	144,606	160,854	0	0	0
	<b>General Fund Expenditures</b>	<b>2,484,248</b>	<b>3,086,477</b>	<b>3,469,347</b>	<b>3,203,962</b>	<b>3,620,614</b>
	<b>Total General Fund Expenditures</b>	<b>2,484,248</b>	<b>3,086,477</b>	<b>3,469,347</b>	<b>3,203,962</b>	<b>3,620,614</b>

	Annual Revenues	2,976,991	3,203,568	3,060,973	3,277,327	3,283,553
	Annual Expenditures	2,484,248	3,086,477	3,469,347	3,203,962	3,620,614
	<b>Difference</b>	<b>492,743</b>	<b>117,091</b>	<b>-408,374</b>	<b>73,365</b>	<b>-337,061</b>
	Prior Year End Cash Reserve	1,981,962	1,776,805	1,937,158	1,814,176	1,887,541
	<b>Ending Fund Balance</b>	<b>2,474,705</b>	<b>1,893,896</b>	<b>1,528,784</b>	<b>1,887,541</b>	<b>1,550,480</b>
	Restricted 3% Tabor Reserve	74,527	92,594	104,080	96,119	108,618
	<b>Unrestricted Reserve</b>	<b>2,400,177</b>	<b>1,801,301</b>	<b>1,424,703</b>	<b>1,791,423</b>	<b>1,441,862</b>

**TOWN MANAGER/ADMINISTRATION DEPARTMENT**

<b>Account</b>		<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>
<b>PERSONNEL</b>						
10-44-110	Town Manager	91,574	94,114	95,112	100,245	92,495
10-44-131	FICA	6,679	7,146	7,276	7,669	7,076
10-44-132	Insurance	15,472	16,711	16,536	16,536	9,900
10-44-133	Travel/Dues/Expenses	5,056	4,130	4,000	4,000	4,000
10-44-134	Pension	4,573	4,700	4,756	11,075	6,725
10-44-226	Attorney	78,804	176,089	90,000	90,000	90,000
	<b>Subtotal</b>	<b>202,158</b>	<b>302,890</b>	<b>217,680</b>	<b>229,525</b>	<b>210,196</b>
<b>COMMODITIES</b>						
10-44-202	Office Supplies	697	138	200	100	200
10-44-402	Telephone	0	480	360	570	625
	<b>Subtotal</b>	<b>697</b>	<b>618</b>	<b>560</b>	<b>670</b>	<b>825</b>
<b>CONTRACTUAL</b>						
10-44-172	Employee Education Program	1,680	1,029	500	1,371	1,500
10-44-204	Employee Merit Increase Fund	8,091	11,105	25,254	0	28,021
10-44-420	Contingency Fund	1,657	5,445	2,000	2,000	2,000
10-44-	Computer Support	0	0	0	0	550
10-44-412	Credit Rating - Economic	0	12,000	0	0	0
10-44-250	Fireworks	10,070	10,000	10,000	10,000	10,000
	<b>Subtotal</b>	<b>21,498</b>	<b>39,578</b>	<b>37,754</b>	<b>13,371</b>	<b>42,071</b>
<b>DUES</b>						
10-44-404	SW Eco. Dev./Region 9	803	991	991	991	991
10-44-405	Region 9 Trans Planning	347	347	347	347	347
10-44-406	San Juan RC&D	50	0	50	50	50
10-44-409	Club 20	200	200	250	250	250
10-44-414	CML Dues	3,479	3,520	3,626	3,626	3,734
10-44-416	Chamber of Commerce	695	695	695	695	695
10-44-417	Small Business Development Center	0	0	513	513	513
10-44-433	Southwest Council of Governments	6,116	5,398	6,028	6,028	6,259
	<b>Subtotal</b>	<b>11,690</b>	<b>11,151</b>	<b>12,500</b>	<b>12,500</b>	<b>12,839</b>
<b>TOTAL MANAGER/ADMIN BUDGET</b>						
		<b>236,043</b>	<b>354,237</b>	<b>268,494</b>	<b>256,066</b>	<b>265,930</b>

TOWN CLERK/TOWN HALL DEPARTMENT						
Account		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>PERSONNEL</b>						
10-42-110	Town Clerk/Finance	56,923	58,509	59,088	60,861	62,548
10-42-110	Deputy Clerk	41,182	51,916	34,986	35,336	36,315
10-42-110	Human Resources/Records Admin	35,443	43,127	43,524	44,830	50,993
10-42-131	FICA	9,713	11,437	10,526	10,788	11,464
10-42-132	Insurance	35,046	31,779	36,461	35,520	36,357
10-42-134	Pension	6,661	6,738	6,880	7,051	7,493
	<b>subtotal</b>	<b>184,968</b>	<b>203,506</b>	<b>191,465</b>	<b>194,386</b>	<b>205,169</b>
<b>COMMODITIES</b>						
10-42-203	Office Supplies	5,801	6,776	6,500	6,500	6,500
10-42-205	Employee Training Supplies	0	415	1,000	1,000	1,000
10-42-211	Copier Expenses	3,345	3,496	4,200	4,200	4,200
10-42-216	Travel/Training Dues	2,826	4,541	4,570	5,500	8,500
10-42-217	Recycle/Shredding Service	0	0	1,230	600	1,230
10-42-218	Utilities Gas/Elec/Water	22,195	23,984	26,000	26,000	31,000
10-42-222	Telephone	15,324	14,078	14,100	14,100	14,100
10-42-230	Printing/Publications/Recordings	2,290	1,165	2,000	800	1,000
10-42-231	Marijuana Licensing	155	262	500	500	500
10-42-242	Postage	2,795	2,292	3,000	3,000	3,000
10-42-248	Elections	0	2,261	0	0	4,000
10-42-300	Town Council	24,141	21,101	23,400	23,400	28,250
	<b>subtotal</b>	<b>78,872</b>	<b>80,371</b>	<b>86,500</b>	<b>85,600</b>	<b>103,280</b>
<b>CONTRACTUAL</b>						
10-42-221	County Treasurer Abatement Fees	375	53	500	350	250
10-42-223	County Treasurer Collection Fees	1,404	1,600	1,665	1,665	1,711
10-42-224	Drug Testing CDL and Random	1,979	505	1,000	1,000	1,000
10-42-229	Recruiting and Pre-Employment Test	0	1,690	1,500	3,300	3,000
10-42-	Compensation Survey	0	0	0	0	12,500
10-42-227	Auditor	7,000	12,000	12,000	12,280	12,250
10-42-228	Computer Support	2,395	920	2,700	1,500	22,000
10-42-232	Bonds, Insurance	100,770	106,166	104,500	107,800	108,000
10-42-246	Caselle Support/Citizenserve	17,032	16,617	21,150	20,265	21,150
10-42-247	Records and Agenda Mngmt	0	0	8,000	7,400	7,500
10-42-264	Codify Code/Website	2,571	2,476	3,500	1,250	3,500
10-42-269	Cafeteria Plan Administration	3,858	4,422	5,325	3,500	3,000
10-42-510	Web Site	4,107	3,392	4,000	4,000	4,000
	<b>subtotal</b>	<b>141,491</b>	<b>149,840</b>	<b>165,840</b>	<b>164,310</b>	<b>199,861</b>
<b>TOTAL TOWN CLERK BUDGET</b>						
		<b>405,331</b>	<b>433,717</b>	<b>443,805</b>	<b>444,296</b>	<b>508,311</b>

a Institute training/CML/IIMC/CMCA/Fred Pryor/PDO/Strengthfinders/SHRM HR kit/CGFOA

b Salary, reasonable expense reimbursement, CML, ipads

c Cirsa Property, Pinnacol

d CDL/Safety Sensitive & new employees testing/background/publication

BUILDING DEPARTMENT						
Account		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>PERSONNEL</b>						
10-45-110	Building and Fire Code Official	54,746	63,717	64,466	65,756	67,579
10-45-110	Building/Fire Inspector	0	36,322	43,524	43,524	44,730
10-45-110	Permit Tech/Residential Plan Review	35,253	37,843	38,179	39,324	40,414
10-45-131	FICA	6,071	9,899	11,182	11,368	11,683
10-45-132	Insurance	26,300	33,796	37,221	37,221	37,489
10-45-133	School/Travel/Dues	0	12,129	10,500	10,500	10,500
10-45-134	Pension	4,483	6,883	7,308	7,430	7,636
	<b>Subtotal</b>	<b>126,853</b>	<b>200,589</b>	<b>212,380</b>	<b>215,124</b>	<b>220,032</b>
<b>COMMODITIES</b>						
10-45-202	Office Supplies	0	2,055	2,000	1,200	2,000
10-45-210	Copy Expense	0	798	500	500	500
10-45-212	Fuel/Oil/Mileage	0	3,546	3,500	2,000	3,500
10-45-402	Telephone	0	999	2,000	1,440	1,440
10-45-213	Safety Equipment	0	0	2,000	1,000	1,000
10-45-281	Technology	0	3,031	700	250	250
	<b>Subtotal</b>	<b>0</b>	<b>10,430</b>	<b>10,700</b>	<b>6,390</b>	<b>8,690</b>
<b>CONTRACTUAL</b>						
10-45-215	Consultant Expense	0	525	5,000	5,000	5,000
10-45-220	Code Defense/Legal Fees	0	11,178	15,000	13,000	9,000
10-45-280	Citizenserve	0	0	5,400	6,600	5,400
10-45-xxx	Vocational Trades Program	0	0	0	0	1,680
	<b>Subtotal</b>	<b>0</b>	<b>11,703</b>	<b>25,400</b>	<b>24,600</b>	<b>21,080</b>
	<b>TOTAL BUILDING BUDGET</b>	<b>126,853</b>	<b>222,723</b>	<b>248,480</b>	<b>246,114</b>	<b>249,802</b>

a Continuing education for three employees

b Costs associated with professional Consultant Services needed for department operations

c New program for 2017-2018 High School Students: purchase of Residential Code books for 32 students

PLANNING DEPARTMENT						
Account		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>PERSONNEL</b>						
10-46-110	Planning Manager	56,933	58,509	59,088	60,861	62,548
10-46-110	Associate Planner	0	37,166	41,664	42,727	52,414
10-46-131	FICA	4,355	7,042	7,708	7,924	8,795
10-46-132	Insurance	13,150	16,956	19,801	19,801	19,801
10-46-133	School/Travel/Dues	18,445	3,569	9,000	2,500	9,000
10-46-134	Pension	2,847	4,773	5,038	5,179	5,748
	<b>Subtotal</b>	<b>95,730</b>	<b>128,015</b>	<b>142,298</b>	<b>138,992</b>	<b>158,305</b>
<b>COMMODITIES</b>						
10-46-202	Office Supplies	3,776	2,660	3,000	3,000	3,000
10-46-208	Planning Comm/Hist Preserv Board	3,375	4,444	5,000	2,700	8,000
10-46-210	Copy Expense	1,904	1,985	2,500	1,500	2,500
10-46-212	Fuel/Oil/Mileage	1,826	142	1,000	150	1,000
10-46-402	Telephone	1,212	511	480	480	480
10-46-281	Technology	0	0	750	500	750
10-46-405	Right-of-Way/Easement Process	0	879	4,000	1,000	2,000
10-46-225	Annexation	0	1,305	5,000	2,000	3,000
	<b>Subtotal</b>	<b>12,093</b>	<b>11,926</b>	<b>21,730</b>	<b>11,330</b>	<b>20,730</b>
<b>CONTRACTUAL</b>						
10-46-425	Walmart Application	22,843	0	0	0	0
10-46-215	Consultant Expense	2,219	1,792	2,500	2,000	3,500
10-46-220	Code Defense/Legal Fees	7,632	0	0	0	0
10-46-280	Citizenserve	0	0	3,600	4,200	3,600
10-46-	Land Use Development Update	0	0	0	0	60,000
10-46-450	Developer Reimbursement Fees	1,105	11,287	4,000	12,000	12,000
	<b>Subtotal</b>	<b>33,799</b>	<b>13,079</b>	<b>10,100</b>	<b>18,200</b>	<b>79,100</b>
<b>TOTAL BUILDING/PLNG BUDGET</b>						
		<b>141,622</b>	<b>153,019</b>	<b>174,128</b>	<b>168,522</b>	<b>258,135</b>

- a Expenses for Board Training / HPB projects / HPB Community Presentations  
b Professional Consultant Services expenses as needed. Title work, surveying, research, ect..  
c Pass thru accout for reimbursable expenses associated with processing development applications

**MUNICIPAL COURT**

Accounts		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>PERSONNEL</b>						
10-48-110	Municipal Judge	31,054	31,919	32,240	32,240	33,134
10-48-110	Court Admin/Probation Officer	52,180	53,624	54,146	55,228	60,726
10-48-110	Court Clerk	35,475	36,455	36,775	36,774	37,793
10-48-110	Deputy Court Clerk	1,294	34,687	34,986	36,035	37,034
10-48-115	Judge Pro-Tem	544	1,496	1,500	2,262	1,500
10-48-131	FICA	8,434	10,834	12,098	12,261	12,905
10-48-132	Insurance	35,330	46,542	47,704	47,704	47,658
10-48-133	Travel/Dues/Education	990	4,711	5,000	5,000	11,000
10-48-134	Pension	4,436	6,222	6,295	6,402	6,778
	<b>Subtotal</b>	<b>169,737</b>	<b>226,492</b>	<b>230,745</b>	<b>233,906</b>	<b>248,527</b>
<b>COMMODITIES</b>						
10-48-108	Juvenile Task Force	309	181	500	250	500
10-48-120	Drug Test/Monitoring Devices	2,329	1,191	2,000	1,500	2,000
10-48-202	Office Supplies	4,480	3,900	4,000	6,200	6,000
10-48-220	Vehicle Expenses/Fuel/Mileage	175	135	250	150	250
10-48-242	Postage	795	952	900	900	900
	<b>Subtotal</b>	<b>8,088</b>	<b>6,358</b>	<b>7,650</b>	<b>9,000</b>	<b>9,650</b>
<b>CONTRACTUAL</b>						
10-48-123	Prisoner Cost	4,466	6,809	10,000	4,000	10,000
10-48-204	Court Appointed Counsel	5,991	5,053	7,500	9,000	8,500
10-48-206	Counseling	430	168	500	500	500
10-48-210	Translation Services	568	300	600	600	600
10-48-230	Town Prosecutor	29,947	25,719	32,000	32,000	32,000
10-48-215	Alarm Monitoring	312	312	320	420	420
10-48-216	Records Management System	0	2,014	2,070	2,014	2,130
10-48-221	Legal Research Solution	8,222	9,382	8,500	9,350	10,507
10-48-234	Miscellaneous Expenses	1,482	1,555	1,500	1,500	1,500
10-48-280	Computer Support	495	1,618	2,000	2,000	2,000
10-48-225	Court Security	5,191	3,031	7,700	4,500	7,700
	<b>Subtotal</b>	<b>57,104</b>	<b>55,960</b>	<b>72,690</b>	<b>65,884</b>	<b>75,857</b>
	<b>TOTAL MUNI COURTS BUDGET</b>	<b>234,929</b>	<b>288,811</b>	<b>311,085</b>	<b>308,790</b>	<b>334,034</b>

- a Judge Pro-Tempore for 20 hours/year
- b Continuing ed and certification for staff
- c Increased costs for printer cartridges
- d 2016 IGA with Archuleta County
- e HB 16-1309 Required Court Appointed Defense Council
- f Appointed/Contract attorney to prosecute all criminal and traffic matters
- g E-Force annual license, support, and hosting
- h JCG annual contract for court recording equipment, server storage

POLICE DEPARTMENT						
Account		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>PERSONNEL</b>						
10-51-110	Chief	64,887	66,677	67,359	68,706	70,610
10-51-110	Senior Detective	56,175	61,598	58,300	58,300	59,916
10-51-110	Lieutenant	52,874	56,017	54,145	71,559	55,646
10-51-110	Officer	17,697	44,618	41,664	43,331	44,532
10-51-110	Corporal	41,843	48,955	47,498	14,635	48,815
10-51-110	Officer	42,839	45,703	41,664	41,664	42,819
10-51-110	Officer	29,931	42,511	41,664	28,561	42,819
10-51-110	Officer	27,114	6,982	41,664	41,664	42,819
10-51-	Officer Recruitment	0	0	0	0	5,000
10-51-110	Administrative Assistant	36,826	37,844	38,179	38,561	39,630
10-51-105	Animal Control	14,960	15,797	16,746	16,746	17,210
10-51-122	Grant Overtime/Training	0	16,519	17,640	17,640	17,640
10-51-125	Contracted Security	0	8,010	12,500	12,500	12,500
10-51-130	FPPA (officers) 8%	23,391	27,615	31,517	29,474	32,638
10-51-131	Medicare (officers) 1.45%	6,042	5,452	6,149	5,779	6,353
10-51-131	FICA (non officers) 7.65%	3,958	4,558	4,202	4,231	4,348
10-51-132	Insurance	76,738	88,883	105,093	105,093	103,281
10-51-133	Training	9,634	18,219	20,000	20,000	20,000
10-51-134	Pension	16,283	19,146	21,607	20,349	22,380
10-51-216	Dues/Subscriptions	2,760	3,462	3,700	3,700	4,600
10-51-218	Uniform	2,518	2,833	3,000	3,000	3,000
	<b>Subtotal</b>	<b>526,470</b>	<b>621,396</b>	<b>674,291</b>	<b>645,492</b>	<b>696,556</b>
<b>COMMODITIES</b>						
10-51-202	Office Supplies	2,676	2,538	3,000	3,000	4,000
10-51-204	Postage	328	355	500	500	500
10-51-212	Fuel/Oil	18,258	15,858	20,000	20,000	20,000
10-51-226	Duty Ammunition	1,931	1,997	2,500	2,460	2,500
	<b>Subtotal</b>	<b>23,193</b>	<b>20,747</b>	<b>26,000</b>	<b>25,960</b>	<b>27,000</b>
<b>CONTRACTUAL</b>						
10-51-402	Telephone	3,625	3,477	4,680	4,680	5,900
10-51-404	Print/Publishing/Advertising	841	903	1,000	1,200	1,200
10-51-410	Dispatch Center	125,045	160,607	189,026	189,026	208,719
10-51-412	Humane Society	10,000	10,000	10,000	10,000	10,000
10-51-413	AXIS Health Acute Treatment Cntr	0	0	15,000	15,000	15,000
10-51-420	Investigation Contingency	2,237	2,278	2,500	2,500	2,500
10-51-428	Radio/Maintenance and Repairs	828	0	1,000	1,000	1,000
10-51-430	Radar Certification	629	1,087	1,500	500	1,000
10-51-434	Case Medical Expense	564	9,558	15,000	12,000	15,000
10-51-435	Computer Support	0	0	500	500	4,500
10-51-808	Misc Police Equipment	9,093	9,317	9,200	9,200	10,500
	<b>Subtotal</b>	<b>152,862</b>	<b>197,226</b>	<b>249,406</b>	<b>245,606</b>	<b>275,319</b>
	<b>TOTAL POLICE BUDGET</b>	<b>702,525</b>	<b>839,370</b>	<b>949,697</b>	<b>917,058</b>	<b>998,875</b>

- a Increase in Lexipol subscription
- b Increase in dispatch funding and capital improvements.
- c Repair estimate lowered
- d Jail contract requiring medical clearance of all arrested persons
- e Increase in toner and general expenses
- f Upgrade to smartphones for officers
- g New forms publishing
- h Purchase 2 new mountain bikes for patrol program

COMMUNITY CENTER DEPARTMENT						
Account		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>PERSONNEL</b>						
10-53-110	Facility Director	36,708	0	0	0	0
10-53-110	Event/Program Coordinator	41,964	43,126	43,524	44,830	46,072
10-53-110	Administrative Assistant	32,316	33,210	33,492	34,161	35,108
10-53-111	Part Time	0	32,261	43,000	37,000	65,000
10-53-131	FICA	8,595	8,567	9,181	8,873	11,183
10-53-132	Insurance	19,029	13,361	13,404	13,404	13,404
10-53-134	Pension	5,316	3,806	3,851	3,950	4,059
	<b>subtotal</b>	<b>143,928</b>	<b>134,331</b>	<b>146,452</b>	<b>142,217</b>	<b>174,826</b>
<b>COMMODITIES</b>						
10-53-202	Office Supplies	1,405	1,418	1,500	1,000	1,000
10-53-211	Printer/Copy Expenses	3,328	5,005	1,200	800	1,000
10-53-133	Travel/Training/Dues	96	46	1,000	800	1,000
10-53-218	Utilities Gas/Elec/Water/Trash	36,881	41,284	36,000	38,000	36,000
10-53-402	Telephone	3,240	4,049	4,500	4,500	4,500
10-53-238	Janitorial Supplies	7,019	3,352	5,000	5,000	5,000
10-53-230	Advertising	1,626	835	2,500	1,000	1,500
10-53-250	Furnishings	1,645	4,111	3,500	3,500	3,500
10-53-255	Event/Program	17,225	22,994	23,000	22,000	10,000
10-53-	KIDS Summer Youth Program	0	0	0	0	17,000
10-53-270	Miscellaneous Expense	1,802	374	500	500	500
	<b>subtotal</b>	<b>74,267</b>	<b>83,467</b>	<b>78,700</b>	<b>77,100</b>	<b>81,000</b>
<b>CONTRACTURAL</b>						
10-53-405	Contracted Services/Cleaning	4,972	4,200	3,500	3,500	3,500
10-53-410	Computer Program/Support	0	1,720	2,000	1,550	2,000
	<b>subtotal</b>	<b>4,972</b>	<b>5,920</b>	<b>5,500</b>	<b>5,050</b>	<b>5,500</b>
<b>TOTAL COMM. CNTR BUDGET</b>						
		<b>223,167</b>	<b>223,718</b>	<b>230,652</b>	<b>224,367</b>	<b>261,326</b>

a KIDS Summer Youth Program 80 Available Slots

RECREATION DEPARTMENT						
Account		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>PERSONNEL</b>						
10-56-110	Director	56,933	65,108	65,764	67,737	69,615
10-56-110	Recreation Coordinator	25,605	34,687	34,986	36,035	37,034
10-56-110	Recreation Coordinator	0	18,200	34,320	34,320	35,271
10-56-111	Refs/Umps/Part time	38,494	16,176	20,000	18,000	18,000
10-56-131	FICA	9,366	10,672	11,863	11,941	12,234
10-56-132	Insurance	4,640	7,263	10,080	10,080	10,271
10-56-133	Travel/Training/Dues	260	165	1,000	500	1,000
10-56-134	Pension	3,739	4,979	6,754	6,905	7,096
	<b>Subtotal</b>	<b>139,037</b>	<b>157,252</b>	<b>184,766</b>	<b>185,518</b>	<b>190,521</b>
<b>COMMODITIES</b>						
10-56-202	Office Supplies	93	849	1,500	750	1,000
10-56-206	Recreation Supplies/Equipment	18,214	28,165	28,000	28,000	28,000
10-56-208	Trophies/Awards	3,082	3,991	6,000	6,000	6,000
	<b>Subtotal</b>	<b>21,389</b>	<b>33,005</b>	<b>35,500</b>	<b>34,750</b>	<b>35,000</b>
<b>CONTRACTUAL</b>						
10-56-402	Telephone	238	480	480	480	480
10-56-406	Vehicle Fuel/Maintenance	0	468	1,200	800	1,000
10-56-422	Med Supplies/Maint/Repairs	1,325	1,107	1,300	1,300	1,300
10-56-824	Special Events	404	2,196	2,500	2,500	2,500
10-56-281	Computer Support	0	0	500	500	500
10-56-410	Online Forms and Rec Signup	500	0	0	0	0
	<b>Subtotal</b>	<b>2,467</b>	<b>4,251</b>	<b>5,980</b>	<b>5,580</b>	<b>5,780</b>
	<b>TOTAL RECREATION BUDGET</b>	<b>162,893</b>	<b>194,508</b>	<b>226,246</b>	<b>225,848</b>	<b>231,301</b>

SERVICES/SERVICE ORGANIZATIONS						
Account		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>Housing Choices</b>						
10-75-436	4Core	1,313	0	0	0	0
10-75-410	Southwest Safehouse/Volunteers of America	500	600	600	600	0
10-75-	HomesFund	0	0	0	0	0
<b>Broadband</b>						
	CDC Broadband	0	0	5,000	5,000	0
<b>Early Childhood Care</b>						
10-75-413	Seeds of Learning	5,000	0	0	0	0
10-75-434	Pagosa Springs Youth Center	2,500	0	0	0	0
10-75-437	Archuleta County Crossing Guard	977	2,000	2,000	2,000	0
10-75-	Our Savior Lutheran Church and School	0	0	0	0	0
10-75-	Tri-County Head Start	0	0	0	0	0
<b>Other</b>						
10-75-399	Archuleta Seniors Programs	10,500	20,000	20,000	20,000	10,000
10-75-430	Mountain Express	20,000	20,000	20,000	20,000	10,000
10-75-401	Axis/Pagosa Counseling Center	950	2,000	1,000	1,000	1,000
10-75-417	ACVAP	6,000	7,000	7,280	7,280	8,000
10-75-428	Axis/Acute Treatment Unit	15,000	15,000	0	0	0
10-75-398	San Juan Basin Area Agency on Aging	500	500	1,500	1,500	3,900
10-75-432	Thingamajig Theatre Company	500	10,000	5,000	5,000	10,000
10-75-439	San Juan Historical Museum	0	0	15,000	15,000	0
10-75-440	Ruby Sisson Library	0	0	5,000	5,000	0
10-75-	Archuleta County School District	0	0	0	0	10,000
10-75-	Chimney Rock Interpretive Association	0	0	0	0	10,000
<b>TOTAL SERVICE FUNDS</b>		<b>63,740</b>	<b>77,100</b>	<b>82,380</b>	<b>82,380</b>	<b>62,900</b>

ECONOMIC DEVELOPMENT/COUNCIL INITIATIVES						
Account		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>Economic Development</b>						
10-77-515	Economic Development Incentives	30,486	48,553	33,000	20,000	20,000
10-77-520	General Economic Development Activites	5,243	19,869	0	0	0
10-77-525	Economic Development Organization	6,810	20,000	25,000	25,000	30,000
<b>TOWN AND COUNTY INITIATIVES</b>						
10-77-	Housing Choices	0	0	0	0	50,000
10-77-	Broadband	0	0	0	0	50,000
10-77-510	Early Childhood Care	0	50,000	49,425	50,066	100,000
<b>TOTAL ECONOMIC DEVELOPMENT</b>		<b>42,539</b>	<b>138,422</b>	<b>107,425</b>	<b>95,066</b>	<b>250,000</b>

**CAPITAL IMPROVEMENT FUND**

**REVENUE**

Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>TAXES AND FEES</b>						
51-31-100	Highway Users Tax Fund	73,299	73,157	76,540	76,541	73,603
51-31-310	Sales Tax	2,079,707	2,267,949	2,352,997	2,470,647	2,520,060
51-31-640	Park User Fees	20,048	26,246	22,000	22,500	22,000
51-31-650	Cemetery Fees	2,800	1,200	2,000	4,000	2,000
51-31-660	Visitor Center Lease	12,865	8,187	11,655	11,655	11,655
	<b>Subtotal</b>	<b>2,188,719</b>	<b>2,376,738</b>	<b>2,465,192</b>	<b>2,585,343</b>	<b>2,629,318</b>
<b>INTERGOVERNMENTAL/DEPARTMENT REV</b>						
51-33-400	County Road Mill	107,088	113,450	121,765	121,679	121,765
51-33-410	County Capital Project Contributions	0	74,000	0	0	0
51-33-490	Geothermal Streets/Maintenance Contract	14,000	14,000	14,000	14,000	14,000
51-33-620	Transfer from General Fund	0	0	426,955	235,455	200,000
51-33-610	Transfer from Impact/Trust Fund	0	10,000	45,000	45,000	170,000
51-33-611	Transfer from Tourism	0	0	107,000	107,000	0
51-33-600	Transfer from Conservation Trust	0	0	0	1,000	10,000
51-33-630	Dept Human Serv. Janitorial Contract	8,200	8,200	8,200	8,200	8,200
51-33-900	Geothermal Exploration	0	24,536	0	0	0
	<b>Subtotal</b>	<b>129,288</b>	<b>244,186</b>	<b>722,920</b>	<b>532,334</b>	<b>523,965</b>
<b>FINANCING PROCEEDS</b>						
51-33-631	Bank Lease/Purchase (8th St, Lewis St)	0	2,115,374	0	0	0
	<b>Subtotal</b>	<b>0</b>	<b>2,115,374</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRANTS FOR STREETS</b>						
51-33-880	CMAQ Funds Majestic Dr	319,000	15,167	0	0	0
51-33-815	CMAQ Funds Crestview Dr	0	0	0	0	40,000
51-33-	CMAQ Fund Sweeper	0	0	0	0	208,000
<b>GRANTS FOR TRAILS</b>						
51-33-635	Archuleta County PROST, TTPL West Phase	0	0	200,000	0	0
51-33-640	PLPOA TTPL West Phase	0	0	45,000	45,000	0
51-33-790	State Trails Grant TTPL West Phase	0	0	200,000	200,000	0
51-33-722	County CDOT Enhancment West Phase	0	0	360,000	0	0
51-33-720	CDOT Enhmt Grant 8-10 St Sdwk 160 (18307)	0	31,200	0	230,000	0
51-33-760	State Trails Riverwalk TP to 1st St Bridge	3,256	0	0	0	0
51-33-762	GOCO 6th Street Bridge Grant	242,519	0	0	0	0
51-33-761	GOCO Planning Grant TTPL and Riverwalk	0	0	0	0	0
51-33-764	TAP TTPL Trail Harman Hill	0	0	0	0	90,000
51-33-	DOLA Planning Town Shop	0	0	0	0	25,000
51-33-765	Safe Routes to School North 8th St Sidewalk	0	0	346,500	80,000	266,500
<b>GRANTS FOR OTHERS</b>						
51-33-810	Reservoir Hill Funding - Mountain States	0	30,000	0	0	0
51-33-811	Historic Preservation Rumbaugh Bridge Grant	0	0	166,605	16,000	150,605
51-33-812	Historic Preservation Water Works Bldg Grant	0	0	167,937	9,600	158,337
51-77-780	DOLA Fiber Optics	2,511	0	0	0	0
<b>MISCELLANEOUS</b>						
51-36-110	Miscellaneous Revenue	0	96,307	11,000	50,000	50,000
	<b>Subtotal</b>	<b>567,286</b>	<b>172,674</b>	<b>1,497,042</b>	<b>630,600</b>	<b>988,442</b>
	<b>Total Annual Revenues</b>	<b>2,885,293</b>	<b>4,908,972</b>	<b>4,685,154</b>	<b>3,748,277</b>	<b>4,141,725</b>
	<b>Prior Year End Cash Reserve</b>	<b>1,022,895</b>	<b>1,697,047</b>	<b>3,784,391</b>	<b>3,905,518</b>	<b>2,373,092</b>
	<b>Total Revenues</b>	<b>3,908,188</b>	<b>6,606,019</b>	<b>8,469,545</b>	<b>7,653,795</b>	<b>6,514,816</b>

**CAPITAL IMPROVEMENT FUND**

**EXPENDITURES**

Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>Maintenance &amp; Debt</b>						
51-57-400	Visitor Center Lease/Purchase	18,147	18,147	18,147	18,147	18,147
51-77-430	Lewis Street Lease/Purchase Portion	462,633	714,593	0	0	0
51-77-437	8th Street Lease/Purchase	0	0	186,516	185,226	195,563
51-77-454	Street Backhoe/Loader Equipment	5,332	35,357	35,357	35,357	35,357
51-77-	Property Acquisition	0	0	0	0	200,000
51-46	Special Projects Department	62,492	99,703	132,667	133,182	155,758
51-61	Streets Department	398,248	495,007	535,844	574,195	590,839
51-68	Parks Department	304,327	323,813	349,490	329,898	350,815
51-70	Facilities Maintenance Department	233,409	215,256	275,357	275,322	226,261
	<b>Total Maint. and Debt Expenditures</b>	<b>1,484,588</b>	<b>1,901,876</b>	<b>1,533,378</b>	<b>1,551,326</b>	<b>1,772,740</b>

Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>Town Clerk/Town Hall</b>						
51-42-281	Technology	2,937	14,251	4,400	18,000	1,000
51-42-222	Telephone System Upgrades	50	0	0	0	0
	<b>subtotal</b>	<b>2,987</b>	<b>14,251</b>	<b>4,400</b>	<b>18,000</b>	<b>1,000</b>
<b>Town Manager/Administration</b>						
51-44-281	Technology	250	0	1,000	1,117	1,000
51-44-204	Employee Merit Increase Fund	4,608	0	10,549	0	11,011
51-44-410	DOLA fiberoptics and wi-fi grant	0	476	0	0	0
51-44-415	Economic Development Incentives	3,049	19,653	33,000	20,000	20,000
	<b>subtotal</b>	<b>7,907</b>	<b>20,129</b>	<b>44,549</b>	<b>21,117</b>	<b>32,011</b>
<b>Building/Planning</b>						
51-45-281	Technology/Building	0	0	3,700	3,300	2,500
51-46-282	Technology/Planning	0	0	0	0	1,200
	<b>subtotal</b>	<b>0</b>	<b>0</b>	<b>3,700</b>	<b>3,300</b>	<b>3,700</b>
<b>Municipal Court</b>						
51-48-281	Technology	3,778	2,500	1,500	1,800	4,100
	<b>subtotal</b>	<b>3,778</b>	<b>2,500</b>	<b>1,500</b>	<b>1,800</b>	<b>4,100</b>
<b>Police/Safety</b>						
51-51-281	Technology	4,299	3,560	4,000	4,000	4,000
51-51-408	Vehicle/Maintenance and Repairs	11,476	14,763	18,000	16,000	12,000
51-51-409	Public Safety/Traffic Enforcement	7,500	1,719	1,000	800	1,000
51-51-410	Safety Equipment/Ballistic Vests	0	2,500	2,500	2,500	2,500
51-51-806	Police Car	0	25,665	35,000	33,616	85,000
	<b>subtotal</b>	<b>23,275</b>	<b>48,208</b>	<b>60,500</b>	<b>56,916</b>	<b>104,500</b>
<b>Community Center</b>						
51-53-410	Building/Equipment Maintenance	0	11,543	14,000	16,000	12,500
51-53-281	Technology	0	0	3,000	3,216	2,000
51-53-450	Capital Improvements	27,653	3,054	51,000	45,000	5,500
	<b>subtotal</b>	<b>27,653</b>	<b>14,597</b>	<b>68,000</b>	<b>64,216</b>	<b>20,000</b>
<b>Recreation</b>						
51-56-281	Technology	1,130	1,495	0	0	1,500
51-56-449	Recreation Equipment	0	1,700	2,000	2,000	2,000
51-56-450	New/Used Recreation Vehicle	0	30,672	0	0	0
	<b>subtotal</b>	<b>1,130</b>	<b>33,867</b>	<b>2,000</b>	<b>2,000</b>	<b>3,500</b>

**CAPITAL IMPROVEMENT FUND**

**Streets**

51-77-426	Lewis Street Reconstruction	225	0	0	0	0
51-77-432	5 Year Street Maintenance Plan	2,991	0	205,000	195,000	205,000
51-77-433	Piedra Street Reconstruction	109,645	0	0	0	0
51-77-434	Crestview Paving (CMAQ)	16,239	1,220	50,000	8,000	50,000
51-77-436	Trujillo Road Reconstruction Project	106,060	135,122	0	0	0
51-77-423	8th Street Reconstruction	0	308,447	1,855,000	1,500,000	355,000
51-77-447	Majestic Drive Paving (CMAQ)	110,721	1,579	0	0	0
51-77-431	McCabe Creek Culvert	0	0	0	0	0
51-77-440	S 5th Street Apache to High School Road	0	0	390,000	0	407,000
51-77-435	Drainage Maintenance	1,120	850	40,000	0	45,000
51-77-439	5th Street Economic/Traffic Study	0	51,780	0	0	0
51-77-441	Town Park parking lot paved	0	0	85,000	0	0
51-77-442	Hot Springs Blvd/Town Park Paving Project	0	0	0	244,000	425,000
51-77-	Town Shop Planning	0	0	0	0	50,000
51-77-	Street Assessment	0	0	0	0	25,000
51-77-467	Streets Equipment	0	6,614	5,500	0	272,000
51-77-	Eagle Drive to Pike Drive	0	0	0	0	55,000
51-77-	Speed Reader Signs	0	0	0	0	20,000
51-77-	Aspen Village Lights	0	0	0	0	75,000
	<b>subtotal</b>	<b>347,001</b>	<b>505,611</b>	<b>2,630,500</b>	<b>1,947,000</b>	<b>1,984,000</b>

**Sidewalks**

51-77-427	Maint Concrete/Sidewalks	23,872	1,214	40,000	25,000	40,000
51-77-472	Sidewalk Improvement	226,999	9,080	250,000	0	250,000
51-77-	Hwy 160 Crosswalk Improvements	0	0	0	0	60,000
51-77-438	Safe Routes to School North 8th Street	0	10,877	410,000	82,000	560,000
	<b>subtotal</b>	<b>250,871</b>	<b>21,171</b>	<b>700,000</b>	<b>107,000</b>	<b>910,000</b>

**Parks**

51-77-452	Town Parks Improvements	64,845	79,931	190,000	169,000	168,000
51-77-570	Skate Park	0	150,495	0	0	0
51-77-571	New/Used Parks Trucks	0	0	32,000	30,170	0
51-77-544	River Restoration Project	3,320	28,140	20,000	20,000	0
51-77-550	Parks Equipment	45,850	14,155	33,000	33,000	14,000
51-77-555	Resource Management	5,973	37,200	16,000	16,000	18,000
51-77-575	River Center Riverwalk Paving	0	0	20,000	21,000	0
51-77-574	Centennial Park Restrooms	0	96,207	0	0	0
51-77-	Parks Electrical Upgrade	0	0	0	0	5,000
51-77-	Parks Picnic Tables and Benches	0	0	0	0	30,000
51-77-	River Feature Maintenance	0	0	0	0	5,000
51-77-	Town Park Irrigation	0	0	0	0	20,000
51-77-	Security Camera	0	0	0	0	10,000
51-77-547	Yamaguchi sidewalk ADA (Baseball field)	0	0	25,000	11,970	16,000
	<b>subtotal</b>	<b>119,988</b>	<b>406,128</b>	<b>336,000</b>	<b>301,140</b>	<b>286,000</b>

**Trails**

51-77-631	Town to Pagosa Lakes Trail West Phase	1,544	6,243	700,000	309,500	0
51-77-465	8th Street Sidewalk/East Trail CDOT	2,897	177,555	170,605	198,000	0
51-77-632	Town to Pagosa Lakes Trail Harman Hill	46	0	207,000	53,000	75,000
51-77-633	Trails Planning TTPL and Riverwalk (Grant)	32,127	1,699	0	0	0
51-77-634	Riverwalk Trail TP to Hwy at 1st Street Bridge	110	0	0	0	0
51-77-663	6th Street Pedestrian Bridge	165,814	300	0	15,000	0
51-77-664	Riverwalk Trail Expense - Hermosa Street Engine	3,982	10,837	180,000	50,500	141,500
51-77-662	Springs Pedestrian Bridge	15,840	180,960	0	0	0
51-77-665	DUST 2 Urban Trail	0	0	50,000	47,000	5,000
51-77-666	Hwy 160 Overlook deck redevelopment	0	0	317,500	325,000	15,000
	<b>subtotal</b>	<b>222,360</b>	<b>377,594</b>	<b>1,625,105</b>	<b>998,000</b>	<b>236,500</b>

**Geothermal Exploration**

51-77-700	Geothermal Power Plant Project	0	2,000	0	0	0
51-77-701	Geothermal Greenhouse Partnership	25,000	0	0	0	0
	<b>subtotal</b>	<b>25,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Visitor Center**

51-57-450	Visitor Center Building Maintenance	1,750	7,782	2,500	2,500	2,500
	<b>subtotal</b>	<b>1,750</b>	<b>7,782</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>

**CAPITAL IMPROVEMENT FUND**

**Other**

51-77-459	Wayfinding Plan/Medians	9,237	21,630	25,000	0	25,000
51-77-460	Mural on Main Street	2	1	10,000	9,350	1
51-77-468	Small Dumptruck w/ Sander, Mag Tanks and Distr	0	0	155,000	155,638	0
51-77-461	Historic Pres/Rumbaugh Creek Bridge	14,981	18,669	207,250	20,000	237,250
51-77-462	Historic Pres/Water Works Bldg	0	798	224,000	100	274,000
51-77-464	Mountain Express Transit Bus	0	15,000	0	0	0
51-77-469	Museum Water Tap	0	0	0	6,300	0
51-77-	Pinon Lake Fountain	0	0	0	0	26,000
51-77-466	ADA Program	0	13,098	15,000	15,000	15,000
	<b>subtotal</b>	<b>24,220</b>	<b>69,195</b>	<b>636,250</b>	<b>206,388</b>	<b>577,251</b>

<b>Total Improvement Expenditures</b>	<b>1,057,920</b>	<b>1,523,034</b>	<b>6,115,004</b>	<b>3,729,377</b>	<b>4,165,062</b>
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Total Maintenance/Debt Expenditures	1,484,588	1,901,876	1,533,378	1,551,326	1,772,740
Total Improvement Expenditures	1,057,920	1,523,034	6,115,004	3,729,377	4,165,062

<b>Total Capital Expenditures</b>	<b>2,542,508</b>	<b>3,424,910</b>	<b>7,648,382</b>	<b>5,280,703</b>	<b>5,937,802</b>
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Annual Revenues	2,885,293	4,908,972	4,685,154	3,748,277	4,141,725
Annual Expenditures	2,542,508	3,424,910	7,648,382	5,280,703	5,937,802
<b>Difference</b>	<b>342,785</b>	<b>1,484,063</b>	<b>-2,963,228</b>	<b>-1,532,426</b>	<b>-1,796,077</b>
Prior Year Cash Reserves	1,022,895	1,697,047	3,784,391	3,905,518	2,373,092
<b>Ending Fund Balance</b>	<b>1,365,680</b>	<b>3,181,110</b>	<b>821,163</b>	<b>2,373,092</b>	<b>577,014</b>
Restricted 3% Tabor	76,275	102,747	229,451	158,421	178,134
<b>Unrestricted Reserve</b>	<b>1,289,405</b>	<b>3,078,362</b>	<b>591,711</b>	<b>2,214,670</b>	<b>398,880</b>

a Reflects a 2% increase from 2017 estimated end of year (5% over budget)

**Streets**

- b South 5th Street rebuild, sidewalk, curb and gutter
- c CMAQ funds for new street sweeper
- g Work on Mesa Heights, Talisman and South Pagosa
- h Phase sidewalk improvement N 5th or N 7th St

**Parks**

- i South Park playground equipment, Yamaguchi park fence skate park, Yamaguchi climbing/boulder area, Yamaguchi Outdoor basketball court, Park improvements

**Trails**

- e Riverwalk from Hermosa St to Hwy Bridge at 1st Street Construction and Engineering/Construction Mgmt line -664
- f Safe Routes sidewalk project on North 8th St
- j Planning and design of Harman Hill for 2019 construction

**Other**

- d replace two patrol vehicles, reduce maintenance if two new patrol vehicles are purchased
- k Historic Preservation restore water reservoir walls, stone arch bridge at 1st St

**PROJECTS CAPITAL DEPARTMENT**

<b>Account</b>	<b>Description</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>
<b>PERSONNEL</b>						
51-46-110	Special Projects Manager	34,699	48,858	52,612	53,664	55,151
51-46-133	Travel/Training/Meetings	1,318	91	1,500	1,500	1,500
51-46-131	FICA	2,804	3,703	4,025	4,105	4,219
51-46-132	Insurance	2,106	8,914	9,900	9,900	9,900
51-46-134	Pension	1,630	2,438	2,631	2,683	2,758
	<b>subtotal</b>	<b>42,557</b>	<b>64,003</b>	<b>70,667</b>	<b>71,852</b>	<b>73,528</b>
<b>COMMODITIES</b>						
51-46-202	Office Supplies	810	1,025	20	600	750
51-46-212	Vehicle Fuel/Oil/Maintenance	925	251	1,000	250	500
51-46-281	Technology	518	12,224	500	0	500
51-46-402	Telephone	0	0	480	480	480
51-46-406	Planning Studies/Grants	0	15,000	60,000	60,000	0
51-46-450	Planning/Permitting Software	17,682	7,200	0	0	0
51-46-	Professional Services	0	0	0	0	80,000
	<b>subtotal</b>	<b>19,935</b>	<b>35,700</b>	<b>62,000</b>	<b>61,330</b>	<b>82,230</b>
<b>TOTAL PROJECTS BUDGET</b>						
		<b>62,492</b>	<b>99,703</b>	<b>132,667</b>	<b>133,182</b>	<b>155,758</b>

## STREETS DEPARTMENT

Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>PERSONNEL</b>						
51-61-110	Street Superintendent	65,300	67,108	67,788	69,144	71,060
51-61-110	Equipment Operator III	41,946	43,126	43,524	43,959	45,178
51-61-110	Equipment Operator II	38,791	39,529	39,885	39,884	40,989
51-61-110	Equipment Operator I	40,533	41,654	42,034	42,034	43,199
51-61-110	Equipment Operator I	0	24,822	36,549	36,549	37,562
51-61-131	FICA	14,348	15,821	17,578	17,715	18,206
51-61-132	Insurance	43,427	51,213	56,297	56,297	56,025
51-61-133	School/Travel	1,377	2,485	3,500	3,500	4,500
51-61-134	Pension	9,307	10,785	11,489	11,578	11,899
	<b>Subtotal</b>	<b>255,029</b>	<b>296,544</b>	<b>318,644</b>	<b>320,660</b>	<b>328,619</b>
<b>COMMODITIES</b>						
51-61-202	Office Supplies	167	510	300	100	200
51-61-212	Fuel & Oil	17,833	14,217	22,000	22,000	22,000
51-61-222	Tires	3,933	4,786	6,000	8,500	8,000
51-61-228	Gravel/Asphalt	15,239	23,316	25,000	28,200	34,000
51-61-230	Culverts	0	951	1,000	250	1,000
51-61-234	Street Lighting - LPEA	38,117	48,466	44,000	44,000	44,000
51-61-281	Technology	160	45	2,000	1,365	1,500
51-61-439	Street Lighting Maintenance	1,660	2,828	2,000	400	2,000
	<b>Subtotal</b>	<b>77,109</b>	<b>95,120</b>	<b>102,300</b>	<b>104,815</b>	<b>112,700</b>
<b>CONTRACTUAL</b>						
51-61-402	Telephone Cellular	1,112	1,332	1,200	1,320	1,320
51-61-406	Maintenance-Vehicles	8,939	49,567	30,000	58,000	50,000
51-61-410	Uniforms	4,638	5,189	5,700	5,700	5,700
51-61-418	Cemetery Maintenance	4,184	0	4,000	4,000	7,000
51-61-434	Utilities/Shop Supplies	15,224	18,193	17,000	17,000	17,000
51-61-436	Maintenance-Roads	25,657	19,815	27,000	31,700	37,000
51-61-444	Sweeper Maintenance	4,410	3,477	24,000	25,600	25,000
51-61-460	Clean-Up Week	1,946	4,587	5,000	4,400	5,000
51-61-470	Lightpole Banners/Fixtures	0	1,184	1,000	1,000	1,500
	<b>Subtotal</b>	<b>66,110</b>	<b>103,344</b>	<b>114,900</b>	<b>148,720</b>	<b>149,520</b>
	<b>TOTAL STREETS BUDGET</b>	<b>398,248</b>	<b>495,007</b>	<b>535,844</b>	<b>574,195</b>	<b>590,839</b>

PARKS DEPARTMENT						
Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>PERSONNEL</b>						
51-68-110	Parks Manager	51,589	0	0	0	0
51-68-110	Parks Crew Leader	0	41,288	41,664	42,914	44,104
51-68-110	Parks Crew Leader	0	41,288	41,664	42,498	43,676
51-68-110	Parks Maintenance II	36,826	37,844	38,179	38,943	40,022
51-68-110	Parks Maintenance II	36,826	0	0	0	0
51-68-110	Parks Use Administrator	15,802	0	0	0	0
51-68-111	Parks Maintenance Part time	60,209	58,509	75,000	56,000	65,000
51-68-131	FICA	15,353	12,572	15,033	13,797	14,749
51-68-132	Insurance	23,207	48,300	51,165	51,166	51,164
51-68-134	Pension	5,532	6,005	6,075	6,218	6,390
51-68-135	Training/Travel/Dues	492	0	1,500	0	1,000
	<b>Subtotal</b>	<b>245,836</b>	<b>245,807</b>	<b>270,280</b>	<b>251,536</b>	<b>266,105</b>
<b>COMMODITIES</b>						
51-68-212	Fuel/Oil	5,470	5,079	5,500	5,500	6,000
51-68-216	Park/Field Maintenance	27,033	27,633	30,000	30,000	35,000
51-68-218	Park Utilities	23,511	34,835	25,500	25,500	25,500
51-68-220	Vehicle Maintenance	1,251	3,313	3,500	3,500	3,500
51-68-221	Equipment Maintenance	0	5,612	5,500	5,000	5,000
51-68-222	Uniforms	0	1,214	1,500	1,500	2,000
51-68-219	Parks Supplies/Amenities	0	0	6,500	6,402	6,500
51-68-281	Technology	588	0	250	0	250
51-68-402	Telephone	438	320	960	960	960
51-68-816	Town Tree Program	200	0	0	0	0
	<b>Subtotal</b>	<b>58,491</b>	<b>78,006</b>	<b>79,210</b>	<b>78,362</b>	<b>84,710</b>
	<b>TOTAL PARKS BUDGET</b>	<b>304,327</b>	<b>323,813</b>	<b>349,490</b>	<b>329,898</b>	<b>350,815</b>

a Summer seasonal workers

**FACILITIES MAINTENANCE DEPARTMENT**

<b>Account</b>	<b>Description</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>
<b>PERSONNEL</b>						
51-70-110	Maintenance Director	52,380	53,834	54,357	55,445	56,982
51-70-111	Part Time Help	1,551	0	0	0	0
51-70-112	Building Maintenance Tech II	33,755	34,688	34,986	35,336	36,317
51-70-112	Building Maintenance Tech II	33,755	34,688	34,986	35,336	36,317
51-70-133	Travel/Training	128	677	500	0	500
51-70-131	FICA	8,601	8,772	9,511	9,648	9,916
51-70-132	Insurance	36,092	35,018	36,470	36,471	36,469
51-70-134	Pension	5,978	6,144	6,216	6,306	6,481
51-70-410	Uniforms	2,027	1,585	1,800	1,800	1,800
	<b>subtotal</b>	<b>174,267</b>	<b>175,406</b>	<b>178,827</b>	<b>180,342</b>	<b>184,781</b>
<b>CONTRACTUAL</b>						
51-70-206	Janitorial Supplies	3,206	2,115	4,000	4,000	4,000
51-70-402	Telephone	370	498	480	480	480
51-70-406	Vehicle Fuel/Maintenance	3,121	3,273	5,000	3,000	4,000
51-70-435	Town Hall Improvements	848	683	67,350	67,350	5,000
51-70-436	Town Hall Maintenance	9,880	6,668	7,000	15,000	7,000
51-70-437	Heating/Cooling Maintenance	34,910	15,844	5,000	1,100	5,000
51-70-438	Building Electric Maintenance	390	117	1,000	500	1,000
51-70-440	Elevator Maintenance	2,187	2,084	2,500	2,500	2,500
51-70-442	Furnishing Town Hall	4,230	691	3,200	1,050	2,500
51-70-443	Courtroom Update	0	7,876	1,000	0	10,000
	<b>subtotal</b>	<b>59,142</b>	<b>39,849</b>	<b>96,530</b>	<b>94,980</b>	<b>41,480</b>
	<b>TOTAL MAINTENANCE BUDGET</b>	<b>233,409</b>	<b>215,256</b>	<b>275,357</b>	<b>275,322</b>	<b>226,261</b>

CONSERVATION TRUST FUND						
		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>Revenue</b>						
21-37-530	Town Lottery	16,665	19,690	17,000	17,000	17,000
21-37-700	County Lottery	30,000	30,000	30,000	30,000	30,000
21-37-750	Alpha Rockridge Metro Dist	0	0	25,000	25,000	0
	<b>Subtotal</b>	<b>46,665</b>	<b>49,690</b>	<b>72,000</b>	<b>72,000</b>	<b>47,000</b>
	<b>Prior Fund Balances</b>	<b>64,770</b>	<b>88,684</b>	<b>56,044</b>	<b>64,174</b>	<b>40,174</b>
	<b>TOTAL REVENUES</b>	<b>111,435</b>	<b>138,374</b>	<b>128,044</b>	<b>136,174</b>	<b>87,174</b>
<b>Expenditures</b>						
21-40-800	Parks & Rec Maintenance	12,895	5,530	6,000	6,500	6,000
21-40-910	Yamaguchi Park	6,857	32,411	39,000	38,000	44,000
21-40-950	South Park	0	18,149	5,000	2,000	10,000
21-40-960	Rivercenter Park	0	6,110	21,000	21,000	3,000
21-40-970	CC Exercise Room	0	12,000	4,000	3,500	2,000
21-40-940	Elementary School Playground	3,000	0	0	0	0
21-40-980	Rock Park Yamaguchi	0	0	25,000	25,000	0
	<b>Subtotal</b>	<b>22,752</b>	<b>74,200</b>	<b>100,000</b>	<b>96,000</b>	<b>65,000</b>
	<b>Total Expenditures to CIF</b>	<b>22,752</b>	<b>74,200</b>	<b>100,000</b>	<b>96,000</b>	<b>65,000</b>
	Annual Revenues	46,665	49,690	72,000	72,000	47,000
	Annual Expenditures	22,752	74,200	100,000	96,000	65,000
	<b>Difference</b>	<b>23,913</b>	<b>-24,509</b>	<b>-28,000</b>	<b>-24,000</b>	<b>-18,000</b>
	Prior Year Cash Reserves	64,770	88,684	56,044	64,174	40,174
	<b>Ending Fund Balance</b>	<b>88,683</b>	<b>64,175</b>	<b>28,044</b>	<b>40,174</b>	<b>22,174</b>

- a Swing set at Rivercenter Park
- b South Park playground equipment/ transfer to CIP
- c Yamaguchi Park shade structure, landscaping and irrigation, sod
- d New rowing machine, multi-station work station

TRUST/IMPACT FUND

REVENUES

Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>IMPACT FEES</b>						
31-34-600	Roads	22,834	28,223	7,800	27,000	27,800
31-34-700	Regional Public Buildings	2,108	1,961	0	1,927	0
31-34-710	Town Public Buildings 2013	2,540	3,970	1,016	2,200	2,200
31-34-800	Regional Recreation Facilities	363	39	0	60	0
31-34-810	Recreational Facilities 2013	7,260	5,160	2,904	5,300	5,000
31-34-900	Parks	7,728	5,238	2,944	5,400	5,200
31-34-910	Trails	13,692	9,278	5,216	10,000	9,800
31-39-990	Interest Earned	1,464	0	0	0	0
	<b>Subtotal</b>	<b>57,989</b>	<b>53,868</b>	<b>19,880</b>	<b>51,887</b>	<b>50,000</b>
<b>IMPACT FEES - OTHERS</b>						
31-34-100	Emergency Service Provider	14,364	20,190	7,070	12,900	12,500
31-34-200	Water Storage	1,712	1,691	1,691	1,691	0
31-34-300	School Fees	5,824	3,962	2,264	4,100	4,000
31-23-350	Administration	447	557	100	500	500
	<b>Subtotal</b>	<b>22,347</b>	<b>26,399</b>	<b>11,125</b>	<b>19,191</b>	<b>17,000</b>
<b>TRUST ACCOUNTS</b>						
31-36-415	Walmart West End Trail Donation	45,000	0	0	0	0
31-36-450	Pinon Lake Fountain	4,540	1,046	0	1,525	0
31-36-520	Health Account	136,855	35,340	30,000	56,474	60,000
31-36-530	Community Center	182,929	0	0	0	0
31-36-580	Marky Egan Scholarship	100	0	0	0	0
31-36-581	Festival of Trees	13,650	14,005	0	14,000	14,000
31-36-590	Reservoir Hill Ticket Tax	8,104	8,144	8,000	8,000	8,000
31-36-600	Yamaguchi Park Improvements	0	0	0	1,000	0
	<b>Subtotal</b>	<b>391,178</b>	<b>58,535</b>	<b>38,000</b>	<b>79,999</b>	<b>82,000</b>
	Total Revenues	471,514	138,803	69,005	151,077	149,000
	Prior Fund Balances	171,812	521,880	597,738	549,085	581,813
	<b>TOTAL REVENUES</b>	<b>643,326</b>	<b>660,683</b>	<b>666,743</b>	<b>700,162</b>	<b>730,813</b>

TRUST/IMPACT FUND

EXPENDITURES

Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>IMPACT FEES</b>						
31-77-600	Roads	0	0	0	0	125,000 <sup>a</sup>
31-22-602	Piedra St Improvement Project	289,000	0	0	0	0
31-22-603	Trujillo Road Reconstruction	111,000	0	0	0	0
31-22-700	Regional Public Buildings	0	0	0	0	12,689
31-46-710	Town Public Building 2013	0	0	20,000	25,000	
31-56-810	Recreation Facilities 2013	0	0	0	0	25,000
31-68-900	Parks	0	0	0	0	25,000
31-68-910	Trails	0	10,000	11,080	11,080	20,000
	<b>Subtotal</b>	<b>400,000</b>	<b>10,000</b>	<b>31,080</b>	<b>36,080</b>	<b>207,689</b>
<b>IMPACT FEES - OTHERS</b>						
31-51-100	Emergency Service Provider	14,364	20,764	7,070	12,900	12,500
31-76-200	Water Storage	1,712	2,820	1,691	1,691	0
31-76-300	School	5,824	4,245	2,264	4,100	4,000
31-76-	Administration	0	0	0	1,000	1,000
	<b>Subtotal</b>	<b>21,900</b>	<b>27,829</b>	<b>11,025</b>	<b>19,691</b>	<b>17,500</b>
<b>TRUST ACCOUNTS</b>						
31-76-415	Walmart West End Trail Donation	0	0	45,000	45,000	0
31-76-450	Pinon Lake Fountain	4,561	0	0	558	0
31-76-520	Health Account	23,941	19,086	4,500	10,000	15,500
31-53-530	Community Center	88,236	17,664	0	0	0
31-23-550	Whitewater Fund	0	0	0	320	0
31-23-580	Marky Egan Scholarship	0	0	0	0	0
31-76-581	Festival of Trees	13,650	14,005	0	0	14,000
31-76-590	Reservoir Hill Ticket Tax	9,741	11,070	5,700	5,700	10,000
31-76-600	Park User Fee Expense	0	431	0	0	0
31-76-610	Yamaguchi Park Improvements	0	0	0	1,000	0
	<b>Subtotal</b>	<b>140,129</b>	<b>62,256</b>	<b>55,200</b>	<b>62,578</b>	<b>39,500</b>
<b>Total Expenditures</b>						
		<b>562,029</b>	<b>100,085</b>	<b>97,305</b>	<b>118,349</b>	<b>264,689</b>
<b>Annual Revenues</b>						
	Annual Revenues	471,514	138,803	69,005	151,077	149,000
<b>Annual Expenditures</b>						
	Annual Expenditures	562,029	100,085	97,305	118,349	264,689
<b>Difference</b>						
		<b>-90,515</b>	<b>38,718</b>	<b>-28,300</b>	<b>32,728</b>	<b>-115,689</b>
<b>Prior Year Cash Reserves</b>						
	Prior Year Cash Reserves	171,812	521,880	597,738	549,085	581,813
<b>Ending Fund Balance</b>						
		<b>81,297</b>	<b>560,598</b>	<b>569,438</b>	<b>581,813</b>	<b>466,124</b>

a South 5th St/Streets Assessment

LODGER'S TAX FUND						
		2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>REVENUE</b>						
41-31-500	Lodgers Tax	533,595	594,406	560,000	580,000	590,000
41-31-505	Intergovernmental Revenue	87,342	136,128	125,000	140,000	140,000
41-31-510	Visitor Center Revenue	1,299	1,169	1,500	1,500	1,500
41-31-600	Other Income	22,500	45,000	45,000	45,000	45,000
41-31-650	Miscellaneous Revenue	0	4,888	0	0	0
41-31-	Transfer from Trust Fund	0	0	0	0	0
	<b>Annual Revenues</b>	<b>644,736</b>	<b>781,590</b>	<b>731,500</b>	<b>766,500</b>	<b>776,500</b>
	Prior Year End Cash Carryover	190,355	295,438	309,157	359,584	311,883
	<b>TOTAL REVENUES to TTC</b>	<b>835,091</b>	<b>1,077,028</b>	<b>1,040,657</b>	<b>1,126,084</b>	<b>1,088,383</b>
<b>EXPENDITURES</b>						
<b>PERSONNEL</b>						
41-42-110	Executive Director	70,110	72,044	72,790	74,974	77,052
41-42-110	Visitor Program Manager	33,598	34,679	34,986	36,036	37,036
41-42-110	Volunteer Coordinator	17,897	15,945	16,748	16,748	16,748
41-42-110	Visitor Center Coordinator	3,805	16,709	17,846	17,846	0
41-42-110	Marketing Manager	0	0	0	0	42,000
41-42-110	Visitor Center Assistant	0	2,995	5,500	5,500	6,500
41-42-111	Part Time - Watering	0	0	0	0	0
41-42-131	FICA	9,541	10,971	11,312	11,559	13,719
41-42-132	Insurance	17,031	18,279	18,973	18,973	27,973
41-42-134	Pension	5,174	5,326	5,389	5,550	7,804
41-42-135	Employee Merit Increase	0	1,439	2,915	2,915	3,029
	<b>Subtotal</b>	<b>157,156</b>	<b>178,387</b>	<b>186,459</b>	<b>190,101</b>	<b>231,861</b>
<b>COMMODITIES</b>						
41-42-205	External Marketing	299,766	349,409	350,000	350,000	350,000
41-42-133	Training/Travel/Dues	10,562	7,751	8,000	8,000	10,000
41-42-210	Event Funding	42,772	45,546	50,000	40,000	10,000
41-42-402	Telephone	0	1,037	1,100	1,100	1,100
41-42-230	Administration (Board Retreat)	1,160	117	500	500	500
	<b>Subtotal</b>	<b>354,260</b>	<b>403,860</b>	<b>409,600</b>	<b>399,600</b>	<b>371,600</b>
<b>CAPITAL PROJECTS</b>						
41-42-221	Fish Stocking	8,200	6,483	7,500	7,500	5,000
41-42-222	Infrastructure	13,843	23,000	107,000	107,000	25,000
41-42-223	Wayfinding and Signage	0	1,877	25,000	15,000	25,000
41-42-	Master Plan / Data Analytics	0	0	0	0	40,000
	<b>Subtotal</b>	<b>22,043</b>	<b>31,359</b>	<b>139,500</b>	<b>129,500</b>	<b>95,000</b>
<b>VISITOR INFORMATION</b>						
41-42-326	Visitor Center Utilities/Phone	6,199	5,284	6,500	6,500	6,500
41-42-327	Visitor Center Janitorial	4,549	3,214	5,000	5,000	5,000
41-42-328	Printing and Publications	8,669	39,710	40,000	40,000	20,000
41-42-329	Technology	2,965	2,508	1,500	1,500	1,000
41-42-330	Volunteer Appreciation	2,736	2,513	3,000	3,000	2,500
41-42-331	VC Office Expenses	1,541	3,844	4,000	4,000	3,000
41-42-235	Fulfillments	43,215	31,029	35,000	25,000	30,000
	<b>Subtotal</b>	<b>69,874</b>	<b>88,102</b>	<b>95,000</b>	<b>85,000</b>	<b>68,000</b>
<b>CONTRACTUAL</b>						
41-42-245	Tax Compliance	13,325	5,054	12,500	0	0
41-42-255	Fireworks	0	10,000	10,000	10,000	10,000
	<b>Subtotal</b>	<b>13,325</b>	<b>15,054</b>	<b>22,500</b>	<b>10,000</b>	<b>10,000</b>
	Annual Revenues	644,736	781,590	731,500	766,500	776,500
	Annual Expenditures	616,658	716,762	853,059	814,201	776,461
	<b>Difference</b>	<b>28,078</b>	<b>64,828</b>	<b>-121,559</b>	<b>-47,701</b>	<b>39</b>
	Prior Year Cash Reserves	190,355	295,438	309,157	359,584	311,883
	<b>Ending Fund Balance</b>	<b>218,433</b>	<b>360,266</b>	<b>187,598</b>	<b>311,883</b>	<b>311,922</b>

a CTO grant for hot springs loop \$5K match from marketing

b PT Visitor Center Coordinator position eliminated; Program Manager will assume in reallocation of duties

c New FT position to focus on marketing; may need to determine office space

**GEOHERMAL ENTERPRISE FUND**

**REVENUES**

Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>SERVICE FEES AND FINES</b>						
55-38-100	Geothermal Utility	41,053	40,569	40,500	40,500	40,500
55-38-300	Geothermal Lease & Heat Tap	1,197	1,197	1,197	1,197	1,197
53-38-400	Other Revenue	578	3,000	0	0	0
<b>Total Annual Revenues</b>						
		42,828	44,766	41,697	41,697	41,697
	Prior Year End Cash Reserves	96,106	101,639	102,186	103,343	111,490
<b>Total Revenues</b>		<b>138,934</b>	<b>146,405</b>	<b>143,883</b>	<b>145,040</b>	<b>153,187</b>

**GEOHERMAL ENTERPRISE FUND**

**EXPENDITURES**

Account	Description	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
<b>COMMODITIES</b>						
55-40-202	Office Supplies	0	15	100	50	100
55-40-204	Postage	196	0	250	250	250
	<b>Subtotal</b>	<b>196</b>	<b>15</b>	<b>350</b>	<b>300</b>	<b>350</b>
<b>CONTRACTUAL</b>						
55-40-444	Utilities/Electric and Water	12,593	10,706	13,000	6,500	13,000
55-40-446	Legal/Attorney	0	839	1,000	250	500
55-40-438	Engineering	0	0	1,000	0	500
55-40-448	Bookkeeping (paid to Town GF)	5,000	5,000	5,000	5,000	5,000
55-40-450	Insurance (paid to Town GF)	1,000	1,000	1,000	1,000	1,000
55-40-452	Contractual Services Streets Dept	9,500	9,500	9,500	9,500	9,500
55-40-456	Contractual Services Maintenance Dept	4,500	4,500	4,500	4,500	4,500
55-40-458	Pagosa Verde Symposium	500	0	0	0	0
	<b>Subtotal</b>	<b>33,093</b>	<b>31,545</b>	<b>35,000</b>	<b>26,750</b>	<b>34,000</b>
<b>CAPITAL IMPROVEMENTS</b>						
55-40-242	Repair Equipment/Meters	2,515	3,064	2,000	3,500	2,000
55-40-244	Repair of Leaks	70	6,236	1,500	1,500	1,500
55-40-246	New Pump/Meters	5,411	2,201	1,500	1,500	1,500
55-40-	Assessment and Utilitization Plan	0	0	0	0	35,000
	<b>Subtotal</b>	<b>7,996</b>	<b>11,502</b>	<b>5,000</b>	<b>6,500</b>	<b>40,000</b>
<b>Total Geothermal Expenditures</b>						
		<b>41,285</b>	<b>43,062</b>	<b>40,350</b>	<b>33,550</b>	<b>74,350</b>
	Annual Revenues	42,828	44,766	41,697	41,697	41,697
	Annual Expenditures	41,285	43,062	40,350	33,550	74,350
	<b>Difference</b>	<b>1,543</b>	<b>1,704</b>	<b>1,347</b>	<b>8,147</b>	<b>-32,653</b>
	Prior Year Cash Reserves	96,106	101,639	102,186	103,343	111,490
	<b>Ending Fund Balance</b>	<b>97,649</b>	<b>103,343</b>	<b>103,533</b>	<b>111,490</b>	<b>78,837</b>

# **Addendum A**

## **Specific Revenues**

## PROPERTY TAX REVENUE

**Distribution:** 100% General Fund

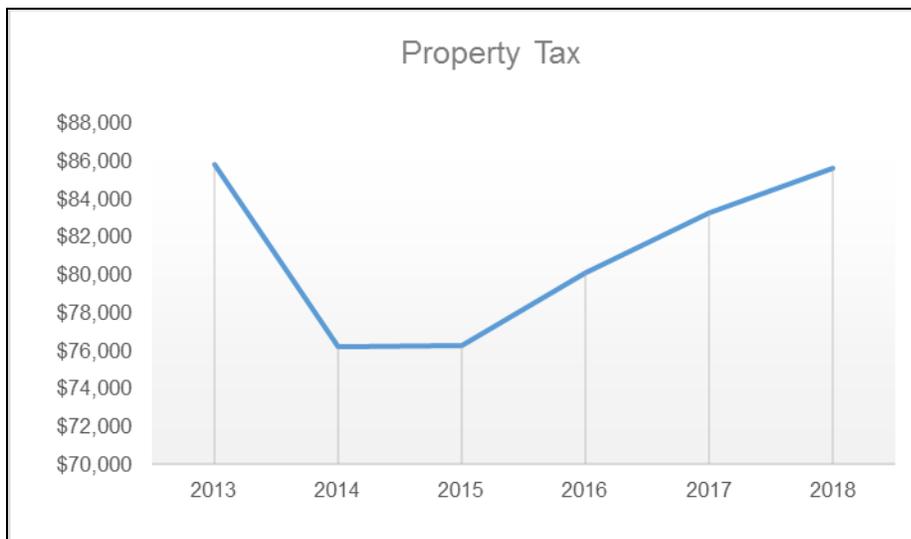
**Source:** Property owners within the Town of Pagosa Springs corporate boundaries

**Collection:** The taxpayer Bill of Rights (TABOR) Amending to the Colorado Constitution limits property tax revenue growth to the amount collected the previous year increased by the Denver-Boulder Consumer Price Index and a local growth factor. In addition, there is a statutory limitation which prohibits property tax revenue growth from exceeding 5.5% each year, adjusted for new construction. However, in 1994 the Town of Pagosa Springs voted to exempt (or “De-Bruced”) the town from these provision and reducing the mill levy for the town, currently at 1.557. The tax a property owner pays on a property is based on the following formulas:

$$\text{Assessed Valuation} = \text{Property Market Value} \times \text{Assessment Ratio}$$

$$\text{Property Tax} = \text{Assessed Valuation} \times \text{Mill Levy} / 1,000$$

### Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2013	\$85,765	-5%
2014	\$76,216	-11%
2015	\$76,221	0%
2016	\$80,057	5%
2017	\$83,261	4%
2018	\$85,567	3%

**Forecast:** \$85,567 is a 3% change from 2017 revenue receipts

**Rationale:** Based on the assessed valuation provide by the Assessor’s Office the Mill Levy was set at 1.557

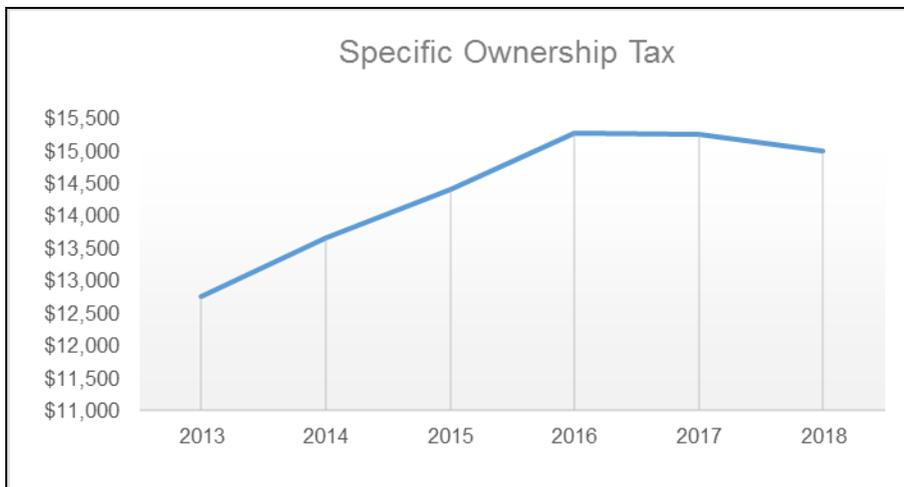
## SPECIFIC OWNERSHIP TAX REVENUE

**Distribution:** 100% General Fund

**Source:** Residents and Businesses of Archuleta County

**Collection:** The State of Colorado establishes the statutory authority for collecting auto ownership tax. Vehicle owners pay auto ownership tax upon registration of the vehicle and annually thereafter to Archuleta County, which acts as a collection agent for the State. The amount of tax is based on the value of the vehicle. Archuleta County distributes \$1.00 of the tax to the State to maintain the motor vehicle computer system and to the County's general fund to pay for clerical processing. The Town receives a portion of the remaining tax based on a percentage derived by comparing ad valorem (property) taxes collected by the County on behalf of other governments to the total ad valorem taxes collected for all taxing authorities in the County.

### Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2013	\$12,754	27%
2014	\$13,664	-16%
2015	\$14,394	7%
2016	\$15,274	6%
2017	\$15,250	0%
2018	\$15,000	-2%

**Forecast:** \$15,000 is a 2% decrease from 2017 estimated end of year collections

**Rationale:** Estimated economic stability but not necessarily an increased population into Town to necessitate registration of vehicles.

## LODGING TAX REVENUE

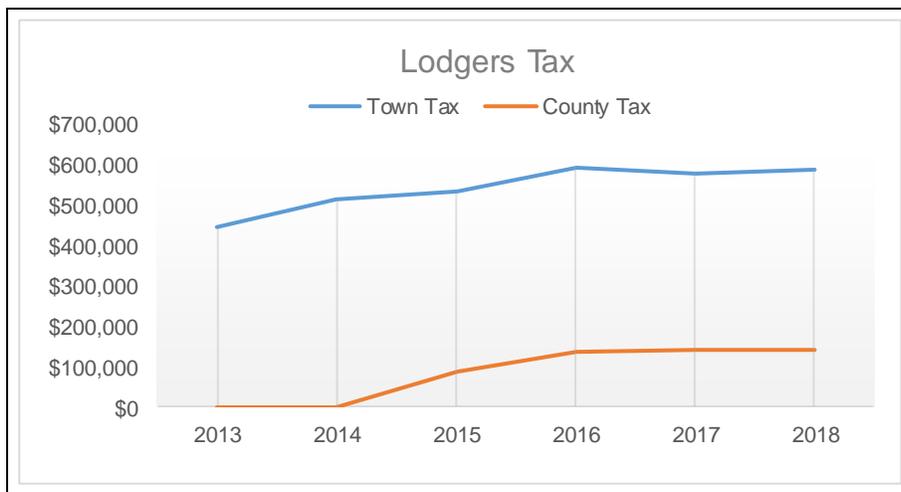
**Distribution:** 100% Lodgers Fund

**Source:** Hotels, motels, cabins, campgrounds, vacation rentals within Archuleta County

**Collection:** In November 2005, the County residents passed the imposition of a lodging tax of 1.9% on the sales of every short term lodging facility in the County. At the April 4<sup>th</sup> 2006 election, the Town residents passed an additional 3% tax on the lodging tax bringing the total “Town” lodging tax to 4.9%. The ballot question also provided for the Town to self-collect the taxes within the Town limits.

The County’s lodging taxes of 1.9% are distributed by the Colorado Department of Revenue. Up until 2015, the County forwarded most of their lodging tax funds to the Chamber of Commerce who provided for the operations of the Pagosa Springs Visitor Center. In 2014 the Town, and specifically the Tourism staff, began operation of the Visitor Center. Subsequently, in 2015 the County lodging funds were then passed on to the Town Lodging Tax Fund for tourism purposes. Beginning July 1, 2017, the Town Council entered a collection agreement with Airbnb for the collection and remittance of all lodgers’ tax for bookings made through Airbnb for Town properties. The State of Colorado made an agreement with Airbnb in February 2017 for sales tax and county lodgers’ tax.

### Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2013	\$444,520	7%
2014	\$514,267	16%
2015	\$533,595	4%
2016	\$594,406	11%
2017	\$580,000	-2%
2018	\$590,000	2%

**Forecast:** \$590,000 for 2018 is estimated to be slightly up compared to estimated 2017 year end revenues. County lodging tax is expected to remain flat in 2018 compared to 2017 end of year.

**Rationale:** The number of hotels and motels in the Town has not increased in many years. One smaller motel has reopened in the past year and one large hotel has been closed for the last few years. During the busy tourist seasons, the hotels reach their capacity. Vacation rentals have increased in Town and County to help supplement the tourist visits. It is believed vacation rentals provide a larger segment of the lodging tax collections in the County.

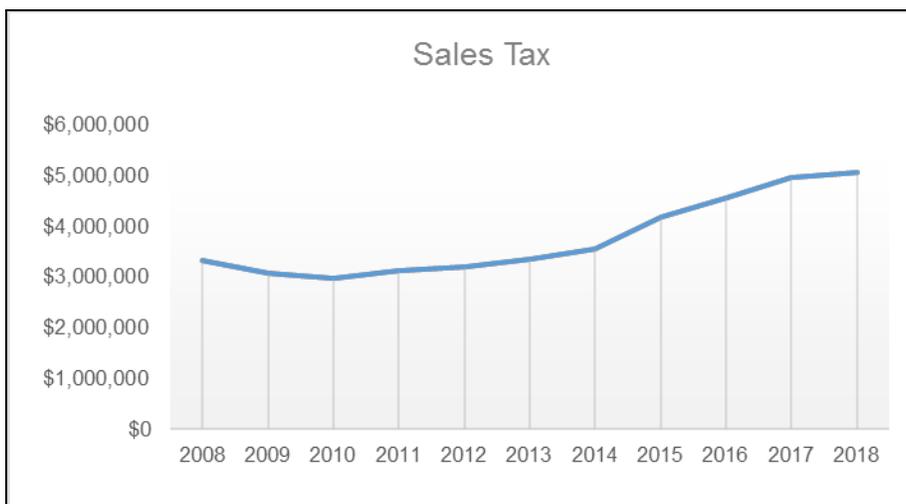
## SALES TAX REVENUE

**Distribution:** 50% General Fund  
50% Capital Improvements and Maintenance Fund

**Source:** Visitors, residents and employees in Archuleta County

**Collection:** Prior to 1958, a 1% sales tax was initiated and was split 50/50 for the Town and County. In 1983, the citizens voted to increase the sales tax rate to 2%, to be split 50% between the Town and County. In 1988, the citizens voted to increase the sales tax rate an additional 2% for seven years; with 1% earmarked for County road capital improvements and 1% dedicated for Town capital improvements. In 2001, the citizens again voted to extend the additional 2% sales tax rate for an additional seven years; with 1% earmarked for county road capital improvement and 1% for Town. The Sales Tax Ballot language states the "Town may use these funds to undertake capital improvements and the maintenance of such improvements and other capital projects which may be deemed necessary and appropriate by the residents of Pagosa Springs." In November 2008, this sales tax arrangement was approved by the voters to be extended in perpetuity. Sales tax is charged on all retail purchases including food. The town collects its sales tax from the County. As a statutory county, Archuleta County's sales tax is collected and administered by the Colorado Department of Revenue. As a result, there is a two-month lag time between the generation of the sales tax and when it is disbursed to the Town. At the end of 2008, the Council passed a resolution initiating a policy to respond to the volatility in the National Economy. This resolution was revised every year through 2011 to compare the monthly revenue to the previous two years average during the same month and if necessary adjusts a reduction and increase in increments. It is projected the economic downturn has reached the bottom and a slow recovery is ahead. In August 2010, the Town was the fortunate recipient of \$1,001,739 after an audit was completed by the State of Colorado for the period of February 2003 through December 2008 (this amount is not reflected in the graph).

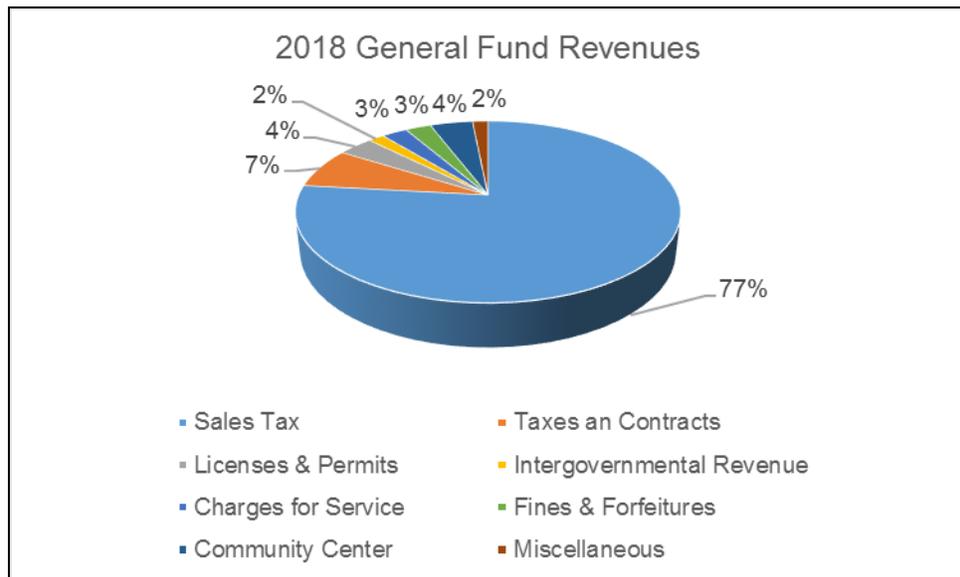
### Ten Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2008	\$3,315,873	0%
2009	\$3,068,144	-7%
2010	\$2,958,944	-4%
2011	\$3,117,180	5%
2012	\$3,197,568	3%
2013	\$3,341,364	4%
2014	\$3,539,863	6%
2015	\$4,159,413	18%
2016	\$4,535,898	9%
2017	\$4,941,294	9%
2018	\$5,040,120	2%

**Forecast:** \$5,040,120 is an estimate at 2% above 2017 estimated collections of \$4,941,294, which are projected to be 5% over 2017 budgeted amount.

**Rationale:** It is projected the economy will increase this year by approximately 2%. The Town has projected increases to revenues from the 2017 estimated sales tax revenues; the Town has implemented policy to have the ability to quickly reduce expenditures should sales tax revenues decline. The Town relies heavily on sales tax as approximately 77% of general fund revenue for 2018 comes from sales tax. The capital fund relies on sales tax to pay for ongoing maintenance and debt service.



## FRANCHISE REVENUES

**Distribution:** 100% General Fund

**Source:** Black Hills Gas, Centurytel, USA Communication

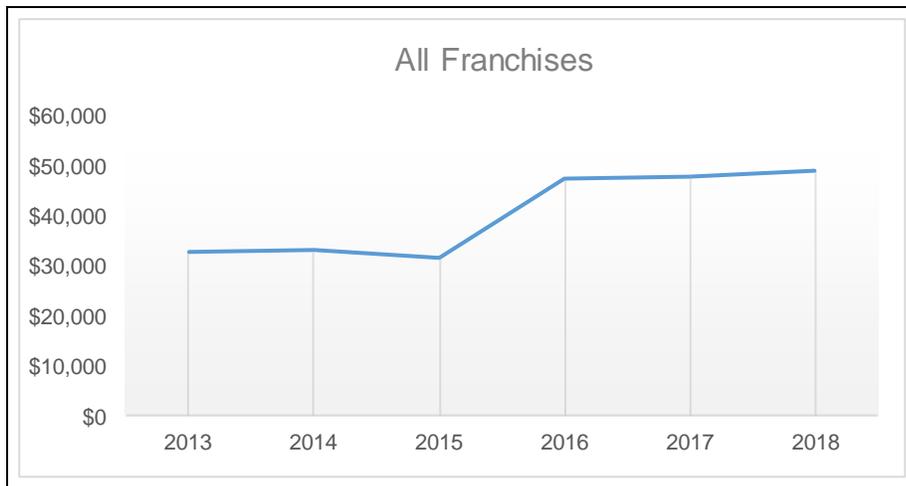
**Collection:** The Town collects franchise payments for general town services that it does not provide but “franchises” to private companies.

Ordinance No. 755, expires June 2019 is the Cable TV Franchise (5% of yearly gross revenues)

Ordinance No. 298, expires 2020 is the Telephone Franchise (3% of yearly gross revenues)

Ordinance No. 860, expires 2027 is the Natural Gas (\$0.0157 per Therm of gas)

### Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2013	\$32,642	-2%
2014	\$33,155	2%
2015	\$31,623	-5%
2016	\$47,356	50%
2017	\$48,000	1%
2018	\$49,000	2%

**Forecast:** \$49,000, is flat from 2017 collections regarding franchise fees.

**Rationale:** Forecast anticipates a slight increase in cost per Therm of Natural Gas and minimal hook-ups. The forecast also anticipates a continual decline in revenues from telephone connections with most residents opting for cellular phones, and increases in cable use with the multiple options and additional wireless programs available in the area.

# **Addendum B**

## **Departmental Summaries**

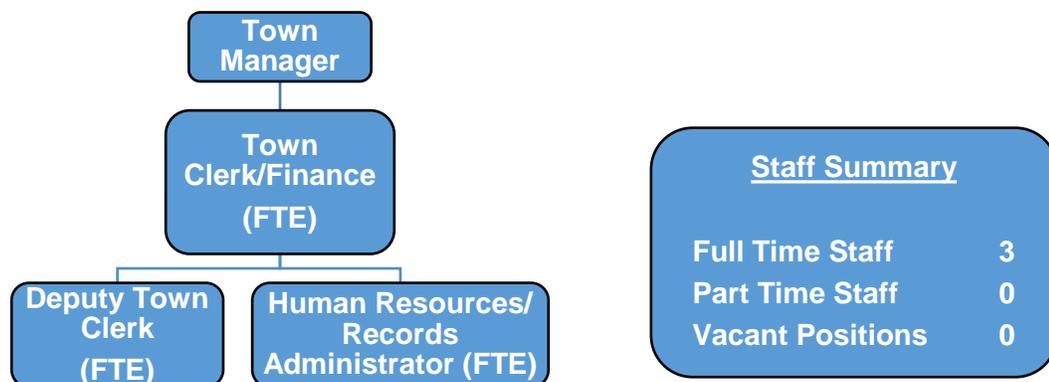
## **TOWN CLERK/FINANCE DEPARTMENT**

### **Description:**

The Pagosa Springs Clerk/Finance Department plans, organizes and carries out duties involved with custody of Town records and Town funds; maintains official Town records including minutes, ordinances and resolutions; serves as the repository of notices to the Town and similar documents; has custody of and accounts for Town funds; and invests idle Town funds. The department also maintains the Town's accounting, payroll, accounts receivable, cash receipting and payables records, processes business, marijuana and liquor licensing, and maintains personnel records. The Clerk/Finance Department works with the Sanitation District and Geothermal Department to complete the billing, filing of liens, and notices required for these departments.

### **Core Services:**

The core services the department provides include maintaining Town accounts receivable and payable and providing payroll for all employees. The Clerk/Finance Department works hard to provide Human Resources support by acting as a liaison for all employee health, dental, vision, life, pension, worker's compensation and liability insurance. Safety training for all employees and departments is scheduled through our Human Resources/Records Administrator in keeping with requirements and suggestions from the Town's liability and worker's compensation companies. This department is responsible for maintaining all official Town documents and records, including minutes, ordinances, resolutions, deeds, contracts, and other records per adopted retention schedules. Coordination of all Town elections is the responsibility of this department as is processing cemetery deeds, business, marijuana and liquor licenses, serving as the secretary for the Town Council and Town Manager, preparing bi-monthly Council meeting packets and minutes. Assisting the Town Manager with annual budget preparation is the duty of this department as well as working with departments to instruct and apprise them of financials and budget requests. The Clerk/Finance Department contracts with the Sanitation District and Geothermal Enterprise to perform bookkeeping and billing, filing of liens and notices. This function is also provided for the Pagosa Area Tourism Board via receiving and tracking all lodgers tax collections and payments, scheduling annual inspections of lodging properties and assisting owners in processing state, county and town tax reporting.



### **2017 Accomplishments:**

- The Deputy Clerk worked with other departments in 2016 and 2017 in the creation, implementation and migration of the new online permit portal. Citizenserve online services began in November 2016. Citizens can now apply for a business or contractor license, building permit, sign permit or planning services through this new paperless portal. During 2017 the Deputy Clerk migrated all business licenses from the Caselle program to the new online portal. Over 620 business are now signed up and using the online service including renewal notification for business,

- liquor and marijuana licensing. The new online site eliminates the need for the Caselle business license module, which will reduce costs in the department.
- The Town Clerk implemented a new online agenda management and records management software program in 2017. ICompass was selected to serve as a civic portal and repository for Town records. The Town Council, boards and commissions, are now using the iCompass site to post agendas, department briefs, and packets for Council and board meetings. The public site is used by anyone interested in finding meeting information and minutes for all Town boards. The Human Resources/Records Administrator has been uploading Town documents onto the site for public viewing and using the records site for in-house documents as well.
  - The Human Resources/Records Administrator continued implementation of a successful safety training program, providing required training to new and existing employees related to issues the Town's insurance carrier supports to reduce liability risks.
  - Many new employees have been hired to replace vacated or new positions in the Town during 2017. Processes for recruiting and hiring along with reviewing and modifying job descriptions and reorganization of several departments has been handled through the Clerk/Finance Department. Staff worked with departments and the Caselle timekeeping module to provide reporting capabilities for departments to categorize their work efforts.
  - The Clerk/Finance Department has worked hard to achieve a goal of high quality, professional service and improved function and operation of the Clerk and Finance Department. The online business licensing, a process for daily deposits, hiring procedures, and online auction participation have all been implemented to improve efficiency.
  - Providing a high quality of service to Town residents and employees continues to be the number one priority for this department and the department strives to treat everyone with respect, kindness and courtesy. A large number of residents the Town serves gain information electronically through the internet; the Town's website has been professionally upgraded and continues to be maintained by staff in a professional manner. The addition of a Town Facebook page strives to meet Town Council's goal of increased communication and involvement with the Town residents. The addition of codification and electronic records created by MuniCode.com offers the Town Charter and Municipal Code access through the Town website. The Clerk/Finance Department has worked in harmony with the Town auditor putting into place several procedures to maintain transparency and providing checks and balances for security of the Town and employees.

#### **2018 Goals:**

- The department goals for 2018 include maintaining a high level of service with quality results. It is a top priority for the department to continue to improve skills, knowledge and performance with additional training. The Town Clerk completed her associates' degree in 2017 and will continue working toward a bachelor's degree in business administration to assist in her job duties.
- The Deputy Clerk is seeking out any additional training to excel in her position to become a more valuable asset to the Town.
- The Human Resources/Records Administrator is working toward a certification in Human Resources and training for compensation procedures. The department processes will be evaluated to determine alternative options for increasing efficiency and transparency. The Town's budget includes funding for a compensation survey that the Human Resources/Records Administrator will work with staff to update as well as attend training for compensation procedures and processes.

- The department will be searching for cost saving programs to speed processing and increase the Town's reserves.
- The Clerk/Finance Department will improve communication with lodgers in Town and County and assisting in processing lodgers tax reports, payments and compliance.
- A process to move paper copies to electronic version in both accounts payable and records is a process the department will continue working on in 2018.
- An RFP for IT services for the Town departments is being requested in 2018 in an attempt to follow security and standards related to server, compliance and computer processes.
- Staff has been working with the Public Works Department to put in place regulations and forms for the Hill Top Cemetery in order to provide efficient service and maintain record accuracy. This process and new procedures will be implemented in 2018.

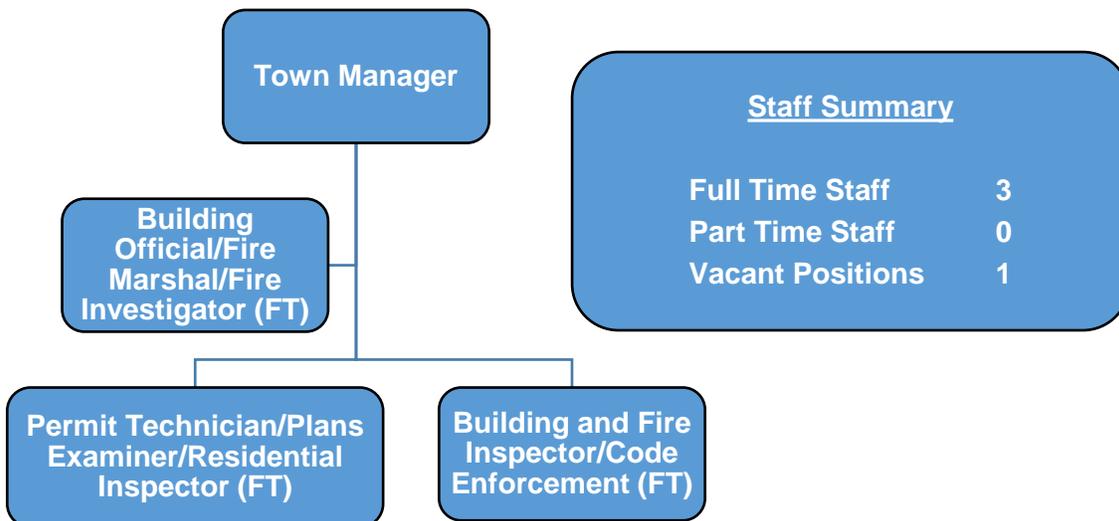
## DEPARTMENT OF BUILDING AND FIRE SAFETY

### Description:

The Department of Building and Fire Safety is charged with the enforcement of building and fire codes, which are adopted by the Town of Pagosa Springs. These codes establish the minimum requirements to safeguard the public health, safety, and general welfare; ensuring structures have adequate strength, means of egress, stability, sanitation, adequate interior light and ventilation, and energy conservation. The Department conducts plans examinations and inspections of new construction, as well as quarterly, semi-annual and annual inspections to verify that structures are built and maintained in such a manner to provide safety to life and property from fire and other hazards, and to provide safety to firefighters and emergency responders during emergency operations.

### Core Services:

The primary function of the Department is to ensure buildings are safely designed and constructed for use by visitors and citizens of Pagosa Springs, achieved through providing ongoing building safety education to citizens, designers, and contractors, through the plan review, permitting, and inspection processes for the construction and renovation of residential and commercial buildings. The Department also provides road cut permitting. Cooperation and support is provided by the Building Department to: Pagosa Area Water and Sanitation District (PAWSD), Pagosa Fire Protection District, Archuleta County, all Town of Pagosa Springs departments, and other public and private entities. The Building Official serves as Department Director, Building Official and Fire Code Official. As Fire Code Official, the Building Official also responds to fires to assess health hazards, investigates and determines cause of fire and makes final determination about the structural integrity of the building/residence. Other Department code certifications and trainings include, but are not limited to, areas of building, residential, energy, existing buildings, fuel gas, fire, mechanical, property maintenance, swimming pools and spas.



### 2017 Accomplishments:

- Provided 2015 International Building Code education and advanced training for staff members.
- Continued to work on streamlining record management processes to encompass all components of building and fire safety files.

- Fully implemented the CitizenServe permitting program for the building applications, inspections and business licenses processes.
- Utilized, developed, and refined new Department permitting software program to provide transparency and coordination with all departments.
- Worked with legal counsel to ensure the town's safety with regards building and fire code regulations.
- Built a win-win relationship with business owners through Fire Safety Inspections to be able to obtain a common goal of protecting the public and property.
- Assembled pertinent governing documents and information for Town Council appointment of two new members of a joint Town and Fire District Board of Appeals.
- Developed programs to provide public education to local builders, contractors and specialized trades in HVAC-Heating, Ventilation and Air Conditioning, Energy Res-Check and Com-Check.

**2018 Goals:**

The primary goal for 2018 is to increase the level of service within the parameters of the Department's budget. Additional goals are as follows:

- Finalize streamlining of record management processes to encompass all components of building and fire safety files and building plans.
- Implement code enforcement tracking and reporting procedures utilizing the new CitizenServe software.
- Assemble pertinent governing documents and information for Town Council appointment of one additional new alternate member of a joint Town and Fire District Board of Appeals.
- Foster an approachable department for local residents, builders, designers, architects, engineers and developers, to encourage safe, positive community growth.
- Receive State Certification from CDPS as Fire Inspector III and Plans Examiner and Fire Systems Inspector and National Certification as a Fire Investigator.
- Provide continued education, advanced and cross training for current staff members in respects to building, fire and residential codes, inspections and plan review.
- Provide education of updates to codes in building and mechanical, fire codes for updates to building code of the LUDC with staff, residents, builders committee, county officials, and fire department.
- Continue to work with new Fire District personnel to build a team that works together for the safety of the community.
- Worked with the Builder's Committee and the Pagosa Fire Protection District, building for conformance between the Town of Pagosa Springs and Archuleta County Building Departments as possible.

## **TOWN PLANNING DEPARTMENT**

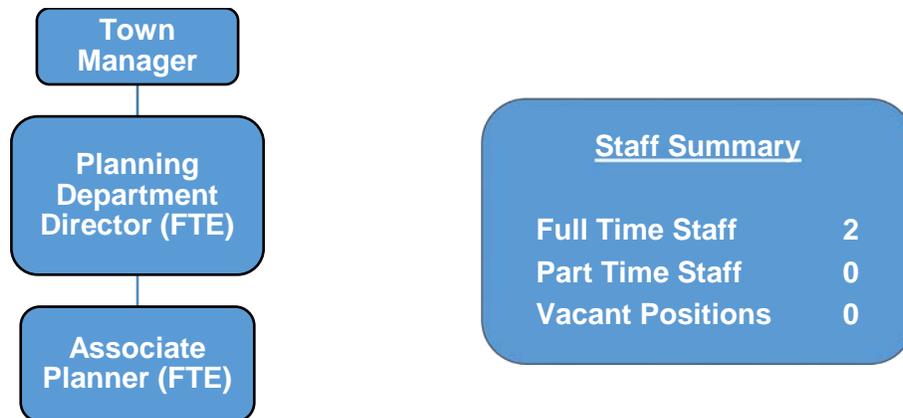
### **Description:**

The Planning Department's main responsibilities are providing direction to applicants and reviewing development projects for compliance with town codes and policies, and when necessary, presenting applications and staff analysis to the respective decision-making bodies for their consideration (Town Council, Planning Commission, Board of Adjustments, Design Review Board and the Historic Preservation Board).

The Planning Department also: provides technical assistance to other departments; implements the adopted Comprehensive Plan, Downtown Master Plan, Regional Parks, Recreation, Open Space and Trails Master Plan and the Town to Pagosa Lakes Trail Master Plan; conducts ordinance development and drafting; provides code enforcement assistance; provides customer service to the public and staffing services to Town Council, Planning Commission and the Historic Preservation Board. The Department also administers the FEMA Flood Plain regulations on behalf of the town. Staff works with CDOT regarding highway maintenance issues, roadway and trail projects, and grant administration and coordination of projects along the highway corridors. The Town's Planning department works closely with the Building Department and other town departments on all development issues.

### **Core Services:**

The primary responsibility of this department is the administration and implementation of the town's adopted Land Use and Development Code, Comprehensive Plan, Downtown Master Plan, and other adopted long range planning documents and other initiatives as directed by Town boards and Town Council. The department provides staff to the Town Council, Planning Commission, Board of Adjustments, Design Review Board and the Historic Preservation Board.



### **2017 Accomplishments:**

- Successful completion of the Comprehensive Plan Update project. This project included writing and advertising the RFP for consultant services, coordinating and convening an RFP review committee, inviting over 150 community stakeholders to participate in small topic specific groups that were interviewed by the consultants, soliciting the interest of 13 community members for serving as the project's steering committee, worked closely with the consultants and frequent media releases on progress and public meetings.
- Additionally, staff conducted three well attended public input meetings outside of the consultant's contract regarding the San Juan River Master Plan, Parks and Recreation and Arts in our Community.
- Town was awarded a Smart Growth America technical assistance grant for the "Smart Growth 101 Workshop". Pagosa Springs was one of three small communities nationally that received a grant award. During 2017, staff worked

closely with consultants and facilitated all the requirements of the awarded grant, including creating maps with descriptions of locations of interest throughout the community, invited numerous stakeholders to participate in the workshop, facilitated a tour of the community with the consultants, town and county staff, assisted the consultants in facilitating the workshop with 35 community stakeholders, and reviewed the draft reports prior to presenting to Town Council. The final findings are referenced in the updated Comprehensive Plan.

- Housing Needs Assessment: In addition to writing and advertising the RFP, staff facilitated an RFP review committee for the final consultant selection. Though the project was a joint town and county project, the Planning Director served as the lead contact and lead staff member, working closely with the committee and consultants for the project kick off and teamed with John Shepard (Archuleta County Planning Director) for the execution and administration of the project.
- Community Builders Housing Institute: Identified and wrote the grant application which awarded our community the timely opportunity to attend the Housing Institute workshop with eight community team members. Staff facilitated selecting the qualified team members and numerous preparations for attending the workshop. This required collaborating with multiple entities.
- Successfully proposed and presented R-18 residential density increase from 18 dwelling units/acre to 22 dwelling units/acre and smaller minimum residential lots sizes consistent with allowable density in the R-22 and R-12 district.
- Revised Accessory Dwelling Unit (ADU) regulations also approved.
- Identified the potential loss of public use in the Cotton Hole area and presented the consideration of acquiring lands to eventually formalize a public park and connection of the Riverwalk.
- Growing Water Smart Workshop: Though staff did not write this grant application, the Planning Director facilitated the multi-entity interest and support to do so and delegated the grant writing to the San Juan Water Conservancy District. Staff facilitated the multi-agency preparations and the drafting of the required Community Self-Assessment prior to attending the workshop.

### **2018 Goals:**

- Review and propose amendments to the LUDC to ensure language and regulations support the goals as set forth in the new Comprehensive Plan. Consultant services are anticipated to assist with this process.
- Work with Safe Routes to School and other local entities to complete a bike and walking routes map
- Research, propose and implement beneficial community engagement processes as a means to ensure inclusion of all demographics and cultures. This may include topic specific public input sessions, electronic surveys, mailings, social media, interactive web page presence, and others as identified.
- Fully implement the CitizenServe permitting program for the planning department application processes, ensuring all applications are entered into the system and ensuring user friendly functionality.
- Assist the Special Projects Manager in the coordination of the following projects: Harman Hill Phase of the Town to Lakes Trail design, Safe Routes to School (SRTS) sidewalk project, Riverwalk extension, Crestview Drive CMAQ project, etc. Assist with coordinating Federal Uniform Act for the acquisition of property, if needed, for easements.
- Develop recommendations for updates and inclusions into the 5-year capital improvement plan and present recommendations to the Town Manager.
- Work with CDOT to facilitate at least one community workshop regarding the proposed Main Street reconstruction preliminary design project.
- Oversee the restoration of the Historic Rumbaugh Creek Stone Arch Bridge and Water Works Facility. Administer the State Historic Fund (SHF) grant reporting and

closeout requirements. Work with SHF staff for approvals, prepare RFP for construction services and conduct bidding process and selection process for restoration construction services. This is the first SHF grant project in Pagosa Springs.

- Facilitate a community roundtable on heritage, as a means to identify opportunities for collaboration among organizations and individuals passionate about preserving and sharing community history.
- Coordinate the historic survey of the Fort Lewis Cemetery.
- Present, propose and coordinate pedestrian cross walk safety improvements with town staff and CDOT.
- Continue to identify incorrect property addressing and initiate correction process with property owners, to ensure emergency response efficiency, shipping deliveries, etc.
- Help facilitate the discussion for N. Pagosa Boulevard multi-modal improvement design options through stakeholder identification and engagement. This includes working with Country Center Shopping Center property owners for creation of POA and modifying points of access.

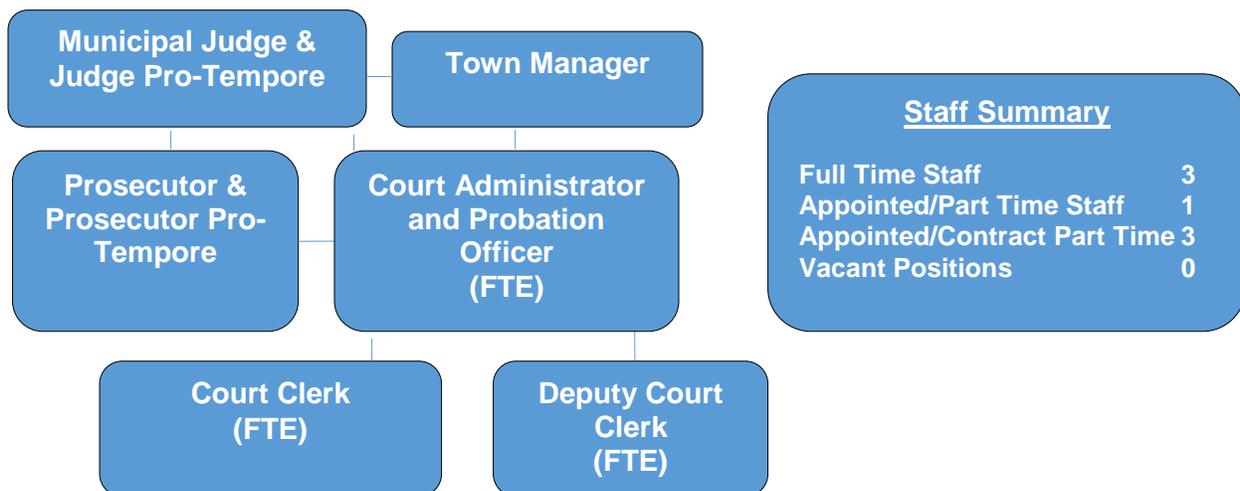
## **MUNICIPAL COURT DEPARTMENT**

### **Description:**

The Pagosa Springs Municipal Court maintains an independent judiciary to dispense justice fairly and quickly. Municipal Court adjudicates adults and juveniles for status, petty, and misdemeanor offenses occurring within the Town's corporate boundaries. Municipal Court adjudicates additional violations of the Municipal Code including, but not limited to, traffic, nuisance, building, sign, and land use violations. Municipal Court holds juvenile offenders accountable to the community for their criminal behavior by using pre-sentence staffings, creative sentencing, and by taking the time necessary to make a positive difference in their lives.

### **Core Services:**

Municipal Court is conducted four days per month to conduct arraignments, financial hearings, dispositional hearings, motions hearings, trials, sentencing, and accountability hearings. The Court Administrator/Probation Officer provides full probation supervision for adults and juveniles adjudicated by the Court. This includes in-person contacts with youth and their families in the office, at the schools, or at the youths' homes. The Probation Officer performs drug and alcohol testing on adults and juveniles adjudicated by Municipal Court and assigns community service to youth and adults adjudicated by the Court. The Court Administrator and Court Clerk, when required, do pre-sentence investigations by interviewing offenders, researching the National and Colorado Crime Information Centers (NCIC/CCIC), contacting schools, contacting other Courts, and contacting other probation departments for background information on offenders. The 21-member, volunteer Community Youth Task Force (CYTF) has been staffing the youth of our community for more than 32 years. Youth who are found guilty or enter a plea of guilty, for their first criminal offense, are ordered to appear with their families for this pre-sentence staffing. The Court Clerk and Deputy Court Clerk serve as Victim/Witness Coordinators who issue subpoenas to victims and witnesses and prepare, send, and receive Victim Impact Statements.



### **2017 Accomplishments:**

- The hiring process for prosecutor pro-tem began in January 2017, resulting in the appointment of Attorney Reid Kelly on March 23, 2017.
- The Court Administrator is in the process of reviewing legislative actions to determine the required changes to the Municipal Code. Council will have modifying ordinances for review in 2018.
- The Deputy Court Clerk trained, regularly, with the Court Clerk and Court Administrator. The Deputy Court Clerk received extensive in-office, online, and off-site training on bond

forfeiture procedures, budget tracking procedures, and the processing of criminal and probation cases. The Deputy Court Clerk assumed more responsibility in the preparation of the 2018 budget.

- Court staff continued compliance with all requirements of HB 16-1309. HB 16-1309 requires the appointment of counsel for incarcerated defendants. The state legislature has delayed the implementation of HB16-1309, however Pagosa Springs Municipal Court began compliance with the initial passage of the bill.
- Municipal Court continued the process of maintaining CBI compliance. This included installation of a partitioned server and ensuring the physical security of all court and probation files. (This is a continuing IT project from 2015/2016.)

### **2018 Goals:**

- Finalize the hiring and appointments of presiding judge and judge pro-tempore.
- Staff attrition is expected in FTE and contract positions. Any vacant positions will be filled by promotion and/or a complete hiring process.
- Provide extensive in-office, online, and off-site training for new staff. This will be time-intensive as the court attempts to introduce and familiarize new employees with the accountability court model and problem solving/conflict resolution practices. Existing staff will accompany new staff to off-site trainings.
- The Municipal Court calendar may be expanded to five days per month to ensure the fidelity of court services.
- Municipal Court will continue the process of maintaining CBI compliance. This includes installation of a partitioned server and the conforming of management control agreements. (This is a continuing IT project from 2015/2016.)
- The Court Administrator, in cooperation with Collins Cockrel & Cole, will review and finalize a service agreement with Integral Recoveries, to allow Municipal Court staff to begin the process of referring delinquent accounts to debt recovery. Implementing and administering a collection process through a debt recovery service is a significant procedural change for Pagosa Springs Municipal Court.
- The Court Administrator and Chief of Police will review the new edition, when it is published, of the Model Traffic Code to determine if adoption by the Town is reasonable.
- Court staff will continue updating the Court's webpage to enhance the information provided. Updated information will include the names and positions of newly hired and appointed staff, an updated court calendar, and revised procedures, if any, implemented by the judge.

## POLICE DEPARTMENT

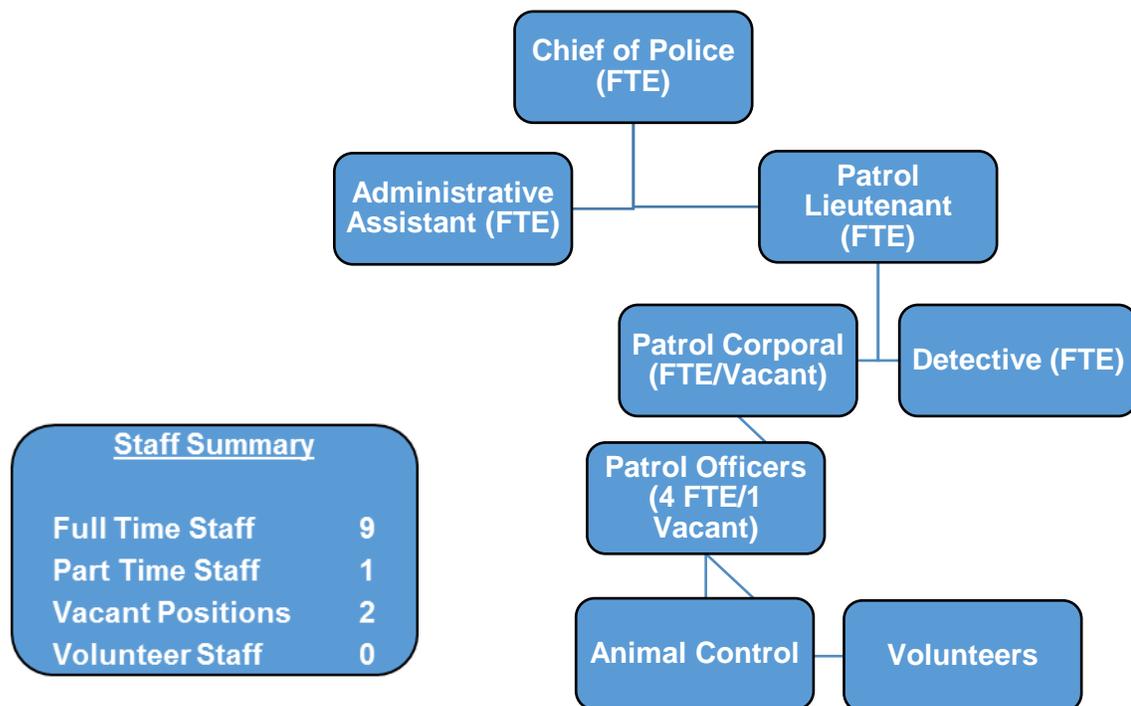
### Description:

The Pagosa Springs Police Department is responsible for serving and protecting both the citizens of and visitors to Pagosa Springs by providing the most effective law enforcement services possible 24 hours every day, seven days each week, 365 days a year using limited resources as efficiently as possible.

### Core Services:

The Police Department conducts a full array of police services that include, but are not limited to: responding to routine calls for police service; rendering emergency service; managing emergency situations and crime scenes; enforcing criminal laws and traffic regulations; investigating violations of criminal laws and traffic accidents; performing security and traffic control for special events; providing training and information for civic organizations, businesses, schools and individuals; and assisting other law enforcement and emergency service agencies.

As of November 7, 2017, the Police Department has two vacant positions. Being fully staffed will make it easier to manage overtime and leave, and will allow for more consistent community interaction at special events.



### 2017 Accomplishments:

The following lists some of the main accomplishments of 2017:

- As of November 7, 2017, 650 incident reports have been generated which represents a 7.9% increase over 2016.

- The Department has investigated and completed 163 accident reports consistent with 2016 levels.
- Calls for service through November 7, 2017, were over 4000, consistent with 2016
- Officers, to date, logged over 950 hours of training in compliance with the Peace Officers Standards Training Board, including Anti-Bias Policing, Communications, Community Policing, Ethics, Arrest Control certifications, Use of Force training, Firearms, Emergency Vehicle Operations, Search and Seizure.
- Officers have received over \$25,000 in scholarship funding for advanced training. This included nationally recognized Cellular Forensic Certification, Interviewing, Crime Scene Investigation, Taser Re-certification, POST Driving Instructor, Pepper ball Instructor.
- The department received a grant from the Colorado Department of Transportation for additional impaired driving enforcement.
- The current police department operations policy is compliant with all state and federal law and best practices nationally within the law enforcement community. Officers are required to test daily on current policy provided by electronic Daily Training Bulletins (DTB's) which are tracked and managed to reduce the Town's liability.
- The department received a Colorado POST grant for in-service training.
- The department has continued the responsibility of managing sex offender registrations for sex offenders living within the town limits.

**2018 Goals:**

The primary goal for 2018 is to maintain and/or increase our level of service within the parameters of the department's budget. Additional goals are as follows:

- Increase current staffing levels
- Coordinate with other area service agencies to provide active threat training for the region.
- Provide continuing education and advanced training for officers.
- Obtain POST in service grant funding for 2018.
- Obtain DUI enforcement grant funding for 2018.
- Increase traffic safety and reduce impaired driving offenses.
- Start a bicycle patrol program.
- Increase public education and outreach programs.

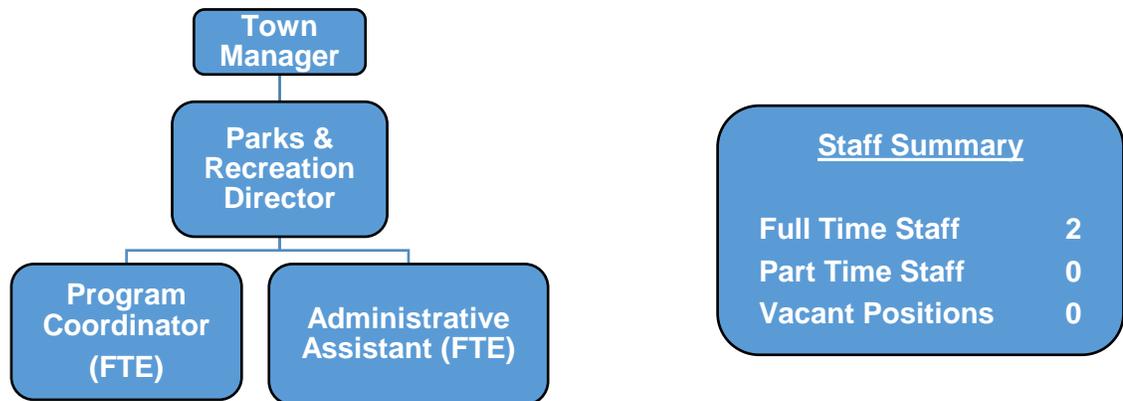
## **COMMUNITY CENTER DEPARTMENT**

### **Description:**

This department works to provide affordable services and space for all ages and diverse groups to gather for social, sports, civic, art and culture, educational, business and faith-based activities. This department creates and coordinates activities for the benefit of the entire community.

### **Core Services:**

Daily operations of this department include scheduling reservations for room rentals, facilitating community events, workshops, classes, and programs held in the Ross Aragon Community Center, as well coordinating, advertising and hosting several community events.



### **2017 Accomplishments:**

- The department offered 15 free programs for the community. Two of these programs are held in the evening after 5 pm, which offers more people the opportunity to enjoy the center.
- The Halloween Carnival was at Yamaguchi Park which allowed the event to accommodate more people, offer more events/games and to also be more visible to the community. Nearly 800 people attended the carnival and it was a successful event. Emergency Medical Service (EMS), Pagosa Springs Fire Department., Pagosa Springs Police Department, Archuleta County Sheriff Department, Retro Metro, Thrive and Hub all attended this event.
- The Community Center offered four events to the community, High Rollers, K.I.D.S. Day Camp, Halloween Carnival and Festival of Trees.
- The (K.I.D.S.) Kickin' It During Summer youth program completed its second season. The program averaged 50 children, ages 5-12, per day for eleven weeks. The maximum number of children was achieved for most weeks. Outstanding feedback from the community was given for the program with excellent results.
- New bleachers and lighting was installed in the multi-purpose room as well as a new stage.
- Staff made improvements to and promoted the new community exercise room.

### **2018 Goals:**

- Hold another successful K.I.D.S. camp and increase the number of slots by 30 children, providing 80 total slots.
- Increase building usage by increasing the hours of operation and to target agencies and organizations for trainings, conferences, meetings, and special functions such as weddings and holiday parties
- Offer more times for free programs and seek a better variety of programs to offer
- Continue to partner with more local businesses and organizations in marketing efforts as well as collaborating with events and volunteers
- Continue to strive to improve current events and brainstorm for new events to offer and reach out to club sports to offer space for their programs
- Replace refrigerator and install information screen
- Redesign the lobby and make improvements as necessary

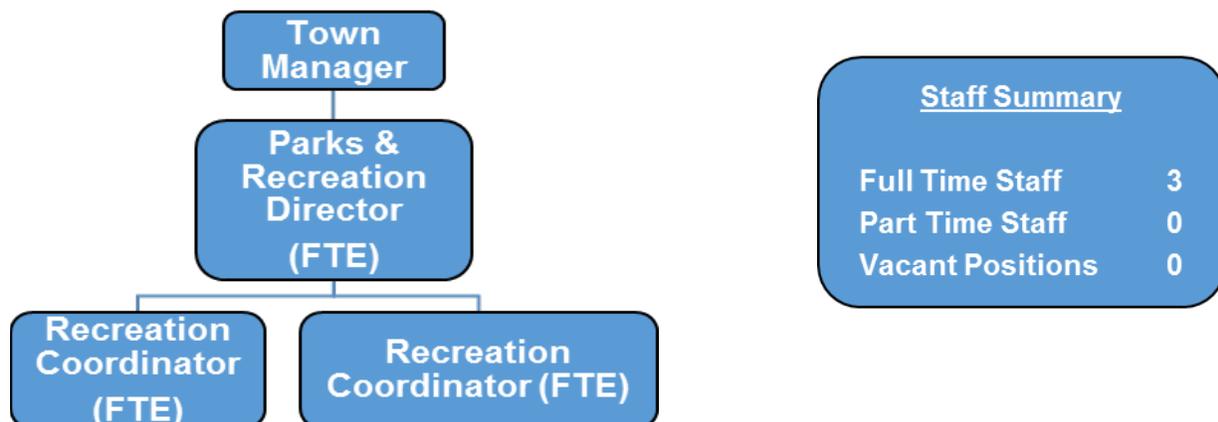
## RECREATION DEPARTMENT

### Description:

The Recreation Department provides and directs comprehensive recreation programs for youth and adults in the community. The department also coordinates with other governmental agencies to identify opportunities to provide additional recreation planning and facilities, and reviews programs, policies, equipment, facilities, and events to ensure that the public's recreation needs are being met. Staff also identifies and authors appropriate grants when feasible. The department reports to the Town Manager and recommends and implements changes when appropriate to improve services and facilities. The department includes three full-time employees, one part-time employee, and 15-25 seasonal, part-time employees (referees, umpires, instructors, etc.).

### Core Services:

The department directly administers 20 programs: youth basketball ages 7-8, 9-10, 11-12; youth baseball ages 5-6, 7-8, 9-10, 11-13; adult softball men's and co-ed; adult soccer; adult co-ed volleyball; youth soccer ages 3-4, 5-6, 7-8, 9-10, 11-12; youth volleyball ages 9-10, 11-12; youth gymnastics ages 3 and up; and Arts and Crafts ages 9-13. During the summer months, the department also co-administers a new summer youth program with assistance from the community center staff. The administration of these programs includes the provision of equipment, instruction, team uniforms, game officials, awards, first aid, and criminal background checks for volunteers, coaches and officials, and weekly news articles and press releases.



### 2017 Accomplishments:

- Recreation programs continued to be popular and served hundreds of area youth and adults. Overall program participation this year remained the same over last year in the youth category and adult category. Staff anticipates this level to remain the same each year, as most programs are approaching maximum capacity due to restraints imposed by a lack of expanding infrastructure/facilities.
- Positive feedback was heard from the community for many programs.

### 2018 Goals:

- In 2018, the department will continue to work on offering as many recreational programs for adults and youth as possible with the resources and facilities available.
- The department will continue to engage the school district and Archuleta County regarding opportunities to offset the town's cost of providing most of the community's organized recreation programs.

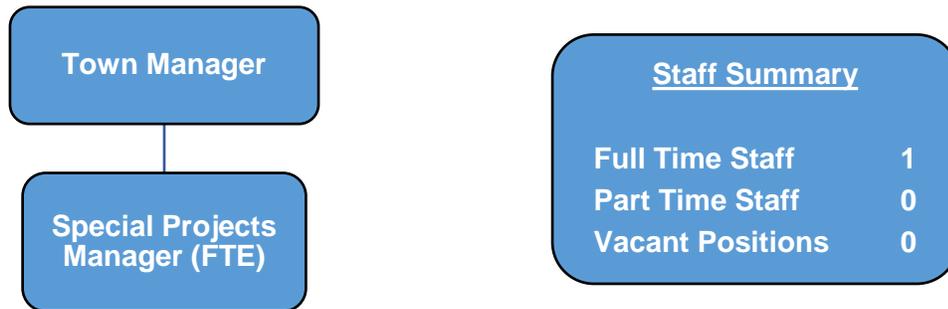
## **SPECIAL PROJECTS DEPARTMENT**

### **Description:**

Special projects is a lean and efficient department that supports the Town Manager by managing the Capital Improvement Fund portfolio of projects. The department must work collaboratively with Planning, Public Works and Parks and Recreation departments to develop project budgets, scope of work and implementation of the projects.

### **Core Services:**

Special Projects oversees the following aspects related to the Capital Improvement Fund: Procurement, Contract Administration, project, consultant and contractor oversight, grant writing and administration, community outreach, intergovernmental relations, and financial management (in concert with the Town Clerk/Finance Department).



### **2017 Accomplishments:**

Special Projects has worked collaboratively with Planning, Public Works, and Parks and Recreation departments to make substantial improvements for the community. Improvements include:

- Community Center upgrades-lighting, stage, seating
- Yamaguchi Park- pump track, new pavilion roof, irrigation system, playground equipment and climbing boulder
- Road improvements- South 10<sup>th</sup> Street, Hot Springs Boulevard bridge, majority of South 8<sup>th</sup> Street
- Trails- East and West Phases of Town to Pagosa Lakes Trail, DUST2 (single track), Hermosa Street Riverwalk preliminary design
- River Center- Completion of trail, fishing dock
- Town HVAC project
- Town Consolidated Maintenance Facility Needs Assessment

The early bid schedule has yielded roughly \$62,000 worth of project savings over the budgeted projects. The department was successful in securing a CDOT TAP grant for the Harman Hill phase of the Town to Lakes Trail, which was for \$815,000. In total the department has saved the organization \$877,000 in overall project costs.

### **2018 Goals:**

- Prioritize the completion of the 2017 roll over projects
- Maintain early bid schedule and project implementation
- Collaborate with Archuleta County to further bundle road projects to yield further project savings
- Support all departments in capital improvement needs and carry out all budgeted projects
- Continue Town to Lakes Trail planning and development
- Support design efforts for the Town Consolidated Maintenance Facility
- Supplement project funding with appropriate grant sources (as necessary and available)
- Conduct 2019 project design in the fall of 2018 in order to better sequence future projects.

## **PUBLIC WORKS DEPARTMENT**

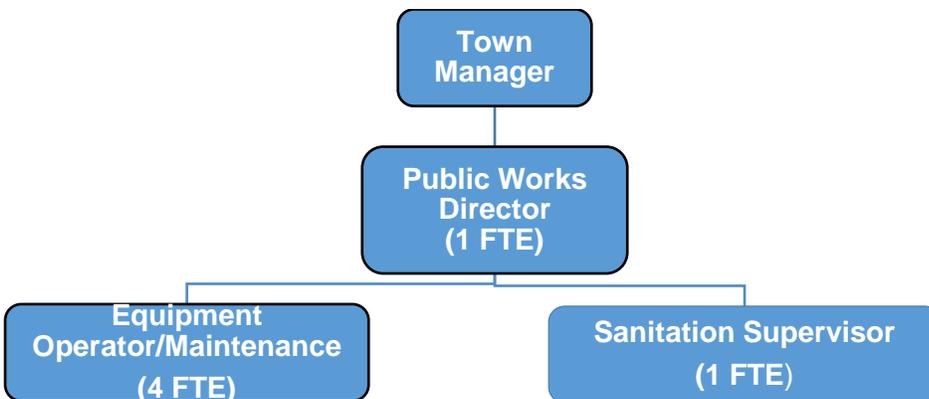
### **Description:**

The Public Works Department provides year round service, construction and maintenance of all town streets, signs and lighting. The Department also provides service to the cemetery, parks and trail preservation, and maintenance of drainage and sidewalks. This Department also assists other staff, when needed, with the town geothermal system and Sanitation District.

### **Core Services:**

- Maintaining all streets by filling potholes and cracks and replacing asphalt.
- Grading and applying additional base to gravel roads or chemical for dust control.
- Keeping lighting, signs and drainage in good condition.
- Plowing snow from streets, alleys, sidewalks and parking areas throughout town.
- Repairing and replacing cracked or broken town sidewalks.
- Participating in special events and town functions as traffic control and fireworks team.
- Responsible for organization and participation of town wide clean up weeks.
- Provides general cemetery care and road maintenance, location and sale of plots.
- Geothermal service of leaks, temperature control, and proper function.
- Service and maintenance to department vehicles and equipment, and organization and maintenance of town shop property.
- Installation of banners, flags, and signs for special events in the town.
- Coordinating with engineers, contractors and sub-contractors on capital projects.

<u>Staff Summary</u>	
Full Time Staff	6
Part Time Staff	0
Vacant Position	0



### **2017 Accomplishments:**

The Department's 2017 accomplishments include maintaining a high level of service to the Town for the maintenance and upkeep of the town's roadway system. Additional accomplishments include:

- Staff attended safety training and flagger certification
- Installed lighting at the 6<sup>th</sup> Street Bridge

- Staff assisted with signage and detouring of traffic for many of the construction projects in Pagosa Springs
- We worked with the Parks Department to replace parts for the ponds
- Staff installed drainage and provided backfill at Yamaguchi Park
- The department worked with special events throughout the year including the 4<sup>th</sup> of July celebrations and traffic control.
- Staff hooked up three gas residential customers and fixed two bad geothermal breaks
- Staff installed a meter at the San Juan Historical Museum for water access
- Staff continues to collaborate with other departments as needed

**2018 Goals:**

- The department will continue its cooperation with other departments to provide a high level of service throughout the town.
- Staff will continue to work on road maintenance projects as needed to provide safe streets and walkways.
- Staff will work closely with the Sanitation Department on the lagoon site and numerous other projects as needed.
- As with every holiday, the Public Works Department will also work with other departments on holiday lighting.
- Staff will be working with CDOT on Hwy 160 projects.
- The department will continue providing enhanced maintenance at the Hill Top Cemetery.

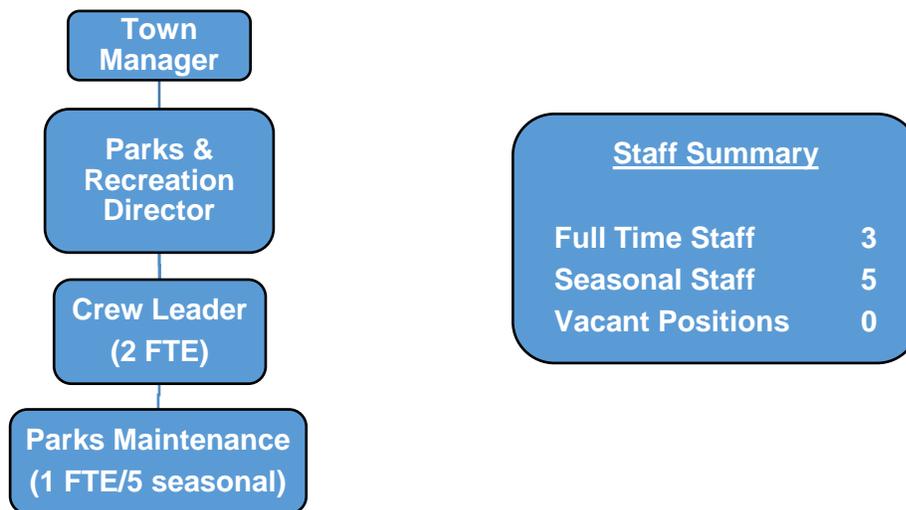
## **PARKS DEPARTMENT**

### **Description:**

The Parks Department maintains all existing park facilities within the town's corporate boundaries and the grounds surrounding all town buildings. This department's daily work includes coordinating with other town departments, other governmental entities and agencies, and individuals to monitor and maintain all park grounds and facilities for safety, aesthetics, ecological health, and compliance with governmental guidelines. The department performs needed upgrades and maintenance operations.

### **Core Services:**

The Parks Department maintains all public grounds in the Town. Staff monitors and maintains the safety and aesthetic values of all Town grounds; ensures the maximum availability of Town facilities for visitors and residents alike. The department administers parks reservations for special events, and acts as Town liaison with parks users. Staff coordinates with the Recreation Department on field maintenance and scheduling and develops and plans new parks facilities and improves existing parks spaces. Staff also serves as horticultural consultants to the public and coordinates community-service horticultural projects, conducts snow-removal operations coordinated by the Public Works Department, operates and maintains the ice-rink, skate park, and all other parks amenities, and monitors and maintains mitigation areas including the town's conservation easement.



### **2017 Accomplishments:**

- Major thinning of the forest on Reservoir Hill was completed; Southwest Conservation Corp. thinned the West face of the hill
- Centennial Park: New irrigation pump installed, assisted in Community Garden
- The seventh and final white water feature will be installed 12/17 or 1/18. New bike racks were installed throughout our parks.
- The Parks Crew was restructured to a format of two full-time crew leaders, one full-time employee and five seasonal employees.

- This department will continue to ask for additional funding from the county to help offset the Town's cost for our parks.
- River Center Ponds: new Riverwalk completed, new Fishing Dock installed, mulch installed, and wing walls poured at ponds
- Town Park: 5000 sq. feet sod installed in athletic field, dealt with fire at gazebo and cleaning/reconstruction following incident
- South Park: Landscaped with boulders and rock, placed a bleacher and painted pickle ball lines
- Yamaguchi Park: Four new playground structures installed, pump Track installed, swales filled for additional park space; new grills, sidewalks, shade structures and terrazzo roof installed; 15,000 square feet of sod installed

### **2018 Goals:**

Staff will continue to maintain and groom our parks.

- Reservoir Hill: Adding Mountain Bike Trails, continue to thin where needed, add gravel to road and possibly install new shed structure
- River Center Ponds: Install swing set and remodel restroom
- Centennial Park: Landscape around bathroom, strengthen turf and possibly look at adding stairs and sidewalk from bathroom to Riverwalk
- Town Park: asphalt the parking lot and trail leading to Riverwalk, continue to improve the Athletic Field (this is a challenge because of the number of events held on the property), and install new bear resistant trash cans
- South Park: Landscape
- Yamaguchi Park: Expand climbing area, install a basketball court and install fence around skate park, landscape northside of skatepark and install backstop at baseball field, install new irrigation system

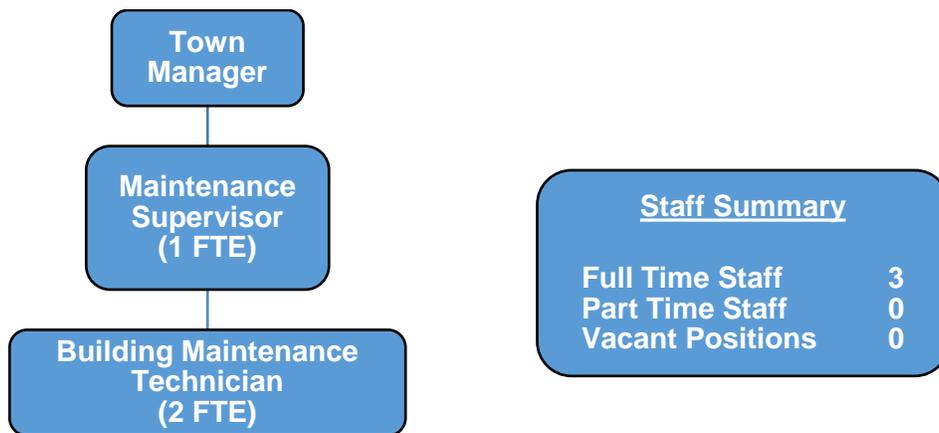
## **FACILITIES MAINTENANCE DEPARTMENT**

### **Description:**

The Facilities Maintenance Department performs a variety of facility and building maintenance and preventive maintenance duties for the Town Hall, Community Center, Visitor Center, and Geothermal utility. Work performed includes skilled and semi-skilled carpentry, electrical, plumbing, and mechanical duties.

### **Core Services:**

The Facilities Maintenance Department's main duty is to provide preventive maintenance and repair, when needed, to the Town facilities listed above. These duties also include investigating maintenance complaints, performing building safety inspections, and ensuring compliance with proper work methods and CIRSA recommendations. The Department works closely with all other departments and is available to assist when necessary. Staff maintains records of completed maintenance and repair work and responds to requests for emergency repairs. In order to keep a smooth facilities management program, staff orders supplies and maintains an inventory of parts and schedules, and directs and participates in remodeling of facilities. During the winter season, this department is responsible for removing snow from the Town Hall, Community Center and Visitor Center parking lots and walkways. Facilities Maintenance staff also assists with the functions of the Community Center by moving furniture within and between buildings, sets up rooms and meeting spaces, and assists in the set-up and take-down of necessary equipment used in events at the Community Center. The Department is also in charge of custodial services in the Town Hall, Community Center and Visitor Center. Staff also coordinates and directs the Town's 4<sup>th</sup> of July fireworks presentation. The Maintenance Supervisor shares the responsibility of the Geothermal System with the Public Works Director. The Maintenance Supervisor handles customer service, keeping the plant running smoothly, repairing leaks and working with the Clerk/Finance Department to assist with geothermal billing.



### **2017 Accomplishments:**

The Department met all goals set for 2017, including:

- This department provided excellent services for the overall upkeep of the Town Hall, Community Center and Visitor Center.
- The Facilities Maintenance Department assisted the Public Works Department with concrete replacement to town sidewalks, curb and gutter repairs, as well as assisting with crack filling town streets.
- Finished the installation of concrete pads for the new bike racks.
- Poured a concrete culvert abutment at the Ponds for erosion control.
- The Maintenance Supervisor took on the Sanitation District's on-call duties during the supervisors' absence and assisted with several sanitation problems/call outs.
- Staff continued to work on the geothermal heating system supplying heat to thirty homes and businesses in the downtown.
- Facilitated the annual fireworks display for the 4<sup>th</sup> of July events.

**2018 Goals:**

- In 2018, the Department plans to continue its efficient maintenance program for the Town Hall, Community Center, Visitor Center and Geothermal Building and continue to respond to facility emergencies/failures as well as conduct preventive maintenance.
- The Department will assist and share the responsibilities in the geothermal utility and be available to work with the other Town departments as needed.
- the exception of two minor interior remodeling projects at Town Hall, there are no major projects are scheduled for 2018.

**LODGER'S TAX FUND (PAGOSA SPRINGS AREA TOURISM BOARD)**

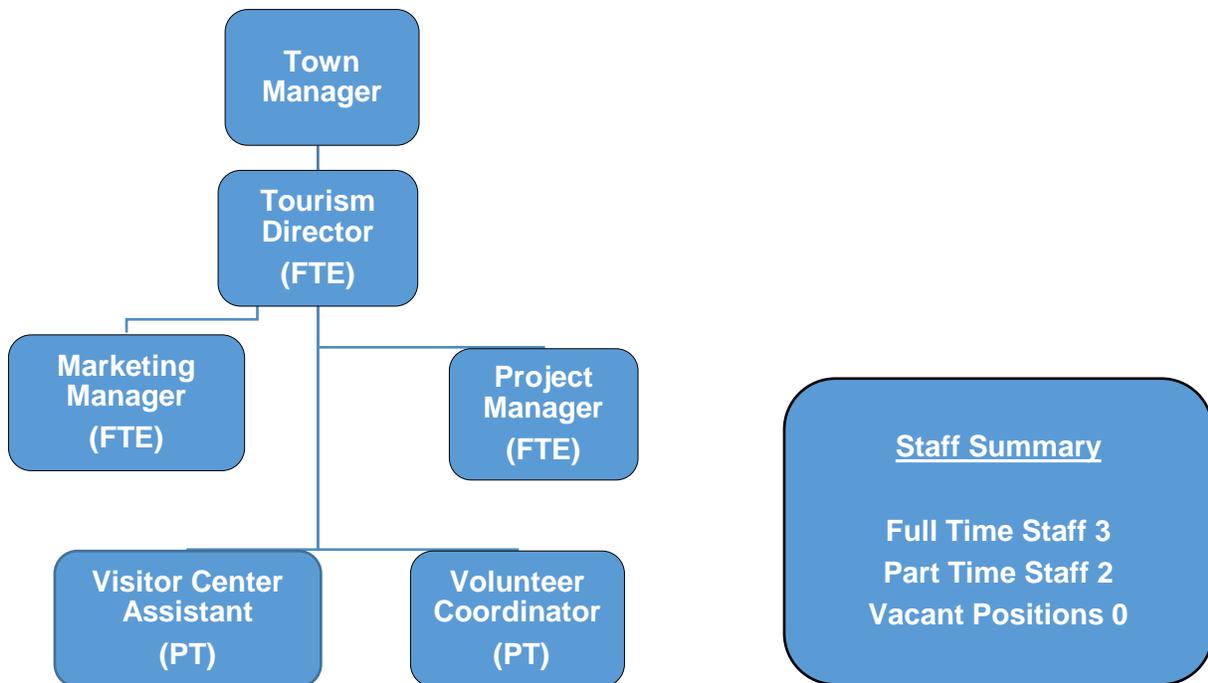
**Description:**

The Pagosa Springs Tourism Department handles tasks related to the promotion of Pagosa Springs and Archuleta County as a tourism destination. Additionally, the Tourism Department manages, staffs and operates the visitor center, which assists over 75,000 visitors annually. The Tourism Department reports to a voluntary advisory Board consisting of nine members, the Pagosa Springs Town Council and Archuleta County Board of County Commissioners. The Department plans and implements marketing strategies to attract visitors to Pagosa Springs. The Tourism Department is focused on increasing overnight stays in Pagosa Springs and Archuleta County and increasing overall tourism traffic to Pagosa Springs. The Tourism Department also works with other departments to improve local amenities to encourage repeat visitation from tourists.

**Core Services:**

The primary goal is to promote Pagosa Springs as a tourism destination through the following:

- Media placement, including print and online, video, press and media relations and social media efforts.
- Work closely with the Colorado Tourism Office and regional destinations to promote Pagosa Springs.
- Work with area event organizers to create events that will attract tourists to Pagosa and also provide more things to do while in town.
- Work with the Town to implement the Wayfinding and Signage Plan and other capital improvements and beautification projects as needed.



### **2017 Accomplishments:**

- Continued to develop robust video library with collection of summer and winter high definition video footage
- Continued to partner with four other destinations (Ouray, Glenwood Springs, Chaffee County and Steamboat Springs) to develop and promote the Historic Hot Springs Loop- a product that has now been adopted by the Colorado Tourism Office
- Continued efforts to reach international travel markets
- Launched new beautification efforts throughout town, including bike planters adopted by 30 businesses, development of a bike planter scavenger hunt and the addition of flower baskets on downtown bridges and at the visitor center
- Ongoing enhancement of the visitor center by adding new brochures, looping videos, etc.
- Continued to see growth in lodgers tax and overall leads through marketing efforts

### **2017 Measurements:**

- Through September 2017, lodgers tax is up approximately 3.02% over 2016 with no change in available inventory
- Visitor Center traffic reflects increase in visitor center traffic in 2016, exceeding 75,000 during the calendar year
- Tourism Board continues to be engaged in various membership organizations, such as DMAI, DMA West, CADMO, CAST, TIAC, as well as working closely with the Colorado Tourism Office

### **2018 Goals:**

- Develop a Tourism Master Plan, in coordination with Town, County and local community to determine role of tourism and prioritization of infrastructure projects
- Work with community partners, such as Town, County and CDC, to obtain valuable data to better understand visitor and local spending habits to encourage economic growth
- Continue to see growth in lodgers tax and overall leads through continued marketing efforts
- Work with an ad agency to focus on shoulder and winter season growth
- Help grow and expand area events by providing marketing support to reach an external audience
- Further develop partnerships with the Colorado Tourism Office and regional destinations
- Continue to monitor and track all marketing efforts and overall performance metrics to maximize effectiveness

### **2018 Measurements:**

- Maintain lodgers tax revenue with the impressive collections seen since 2015
- Launch responsive website for [www.visitpagosasprings.com](http://www.visitpagosasprings.com), including interactive itinerary builder
- Continue to stay abreast of industry trends, work closely with Colorado Tourism Office and continue to develop partnerships around the State and Region
- Increase ways to provide visitor information in a variety of formats

# **Addendum C**

## **Debt Service**



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June Madrid  
 Archuleta County

**EXHIBIT B**  
**RENT SCHEDULE**

Date	Principal Component	Interest Component <sup>1</sup>	Total Rent	Remaining Lease Balance
7/1/14	0	0	\$90,000.00 down payment	\$210,000.00
1/1/2015	5,398.46	3,675.00	9,073.46	204,601.54
7/1/2015	5,492.93	3,580.53	9,073.46	199,108.61
1/1/2016	5,589.06	3,484.40	9,073.46	193,519.55
7/1/2016	5,686.87	3,386.59	9,073.46	187,832.68
1/1/2017	5,786.39	3,287.07	9,073.46	182,046.29
7/1/2017	5,887.65	3,185.81	9,073.46	176,158.64
1/1/2018	5,990.68	3,082.78	9,073.46	170,167.96
7/1/2018	6,095.52	2,977.94	9,073.46	164,072.44
1/1/2019	6,202.19	2,871.27	9,073.46	157,870.25
7/1/2019	6,310.73	2,762.73	9,073.46	151,559.52
1/1/2020	6,421.17	2,652.29	9,073.46	145,138.35
7/1/2020	6,533.54	2,539.92	9,073.46	138,604.81
1/1/2021	6,647.88	2,425.58	9,073.46	131,956.93
7/1/2021	6,764.21	2,309.25	9,073.46	125,192.72
1/1/2022	6,882.59	2,190.87	9,073.46	118,310.13
7/1/2022	7,003.03	2,070.43	9,073.46	111,307.10
1/1/2023	7,125.59	1,947.87	9,073.46	104,181.51
7/1/2023	7,250.28	1,823.18	9,073.46	96,931.23
1/1/2024	7,377.16	1,696.30	9,073.46	89,554.07
7/1/2024	7,506.26	1,567.20	9,073.46	82,047.81
1/1/2025	7,637.62	1,435.84	9,073.46	74,410.19
7/1/2025	7,771.28	1,302.18	9,073.46	66,638.91
1/1/2026	7,907.28	1,166.18	9,073.46	58,731.63
7/1/2026	8,045.66	1,027.80	9,073.46	50,685.97
1/1/2027	8,186.46	887.00	9,073.46	42,499.51
7/1/2027	8,329.72	743.74	9,073.46	34,169.79
1/1/2028	8,475.49	597.97	9,073.46	25,694.30
7/1/2028	8,623.81	449.65	9,073.46	17,070.49
1/1/2029	8,774.73	298.73	9,073.46	8,295.76
7/1/2029	8,295.76	145.18	9,073.46	0
<sup>1</sup> Interest Component of Rent Rate = 3.50%.				

## Town of Pagosa Springs, Colorado

Certificate of Participation, Series 2016

Final Pricing - November 29, 2016 1135AM MTN

### Debt Service Schedule

Date	Principal	Coupon	Interest	Total P+I
05/01/2017	-	-	37,234.72	37,234.72
11/01/2017	100,000.00	3.000%	49,281.25	149,281.25
05/01/2018	-	-	47,781.25	47,781.25
11/01/2018	100,000.00	3.000%	47,781.25	147,781.25
05/01/2019	-	-	46,281.25	46,281.25
11/01/2019	100,000.00	3.000%	46,281.25	146,281.25
05/01/2020	-	-	44,781.25	44,781.25
11/01/2020	100,000.00	4.000%	44,781.25	144,781.25
05/01/2021	-	-	42,781.25	42,781.25
11/01/2021	100,000.00	4.000%	42,781.25	142,781.25
05/01/2022	-	-	40,781.25	40,781.25
11/01/2022	105,000.00	3.000%	40,781.25	145,781.25
05/01/2023	-	-	39,206.25	39,206.25
11/01/2023	105,000.00	3.000%	39,206.25	144,206.25
05/01/2024	-	-	37,631.25	37,631.25
11/01/2024	110,000.00	4.000%	37,631.25	147,631.25
05/01/2025	-	-	35,431.25	35,431.25
11/01/2025	115,000.00	4.000%	35,431.25	150,431.25
05/01/2026	-	-	33,131.25	33,131.25
11/01/2026	120,000.00	3.250%	33,131.25	153,131.25
05/01/2027	-	-	31,181.25	31,181.25
11/01/2027	120,000.00	3.250%	31,181.25	151,181.25
05/01/2028	-	-	29,231.25	29,231.25
11/01/2028	125,000.00	3.250%	29,231.25	154,231.25
05/01/2029	-	-	27,200.00	27,200.00
11/01/2029	130,000.00	4.000%	27,200.00	157,200.00
05/01/2030	-	-	24,600.00	24,600.00
11/01/2030	135,000.00	4.000%	24,600.00	159,600.00
05/01/2031	-	-	21,900.00	21,900.00
11/01/2031	140,000.00	4.000%	21,900.00	161,900.00
05/01/2032	-	-	19,100.00	19,100.00
11/01/2032	145,000.00	4.000%	19,100.00	164,100.00
05/01/2033	-	-	16,200.00	16,200.00
11/01/2033	155,000.00	4.000%	16,200.00	171,200.00
05/01/2034	-	-	13,100.00	13,100.00
11/01/2034	160,000.00	4.000%	13,100.00	173,100.00
05/01/2035	-	-	9,900.00	9,900.00
11/01/2035	160,000.00	4.000%	9,900.00	169,900.00
05/01/2036	-	-	6,700.00	6,700.00
11/01/2036	165,000.00	4.000%	6,700.00	171,700.00
05/01/2037	-	-	3,400.00	3,400.00
11/01/2037	170,000.00	4.000%	3,400.00	173,400.00
<b>Total</b>	<b>\$2,660,000.00</b>	<b>-</b>	<b>\$1,227,153.47</b>	<b>\$3,887,153.47</b>



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Archuleta County

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**JOHN DEERE  
FINANCIAL**

**Amortization Schedule**

Lease Schedule No.	030-0064948-000
Master Lease-Purchase Agreement No.	0064948

<b>Lessee:</b> (Name & Address)	TOWN OF PAGOSA SPRINGS 551 HOT SPRINGS BLVD, PAGOSA SPRINGS, CO 81147				
<b>Lessor:</b>	DEERE CREDIT, INC. 6400 NW 86 <sup>th</sup> ST, PO BOX 6600, JOHNSTON, IA 50131-6600				
<b>Nominal Annual Rate:</b>	3.25%				
<b>Payment Number:</b>	<b>Date:</b>	<b>Lease Payment:</b>	<b>Interest:</b>	<b>Principal:</b>	<b>Principal Balance:</b>
Lease	06/08/2016				165,848.00
1	06/08/2016	35,356.69	0.00	35,356.69	130,491.31
2	07/08/2016	0.00	353.41	353.41-	130,844.72
3	08/08/2016	0.00	354.37	354.37-	131,199.09
4	09/08/2016	0.00	355.33	355.33-	131,554.42
5	10/08/2016	0.00	356.29	356.29-	131,910.71
6	11/08/2016	0.00	357.26	357.26-	132,267.97
7	12/08/2016	0.00	358.23	358.23-	132,626.20
8	01/08/2017	0.00	359.20	359.20-	132,985.40
9	02/08/2017	0.00	360.17	360.17-	133,345.57
10	03/08/2017	0.00	361.14	361.14-	133,706.71
11	04/08/2017	0.00	362.12	362.12-	134,068.83
12	05/08/2017	0.00	363.10	363.10-	134,431.93
13	06/08/2017	35,356.69	364.09	34,992.60	99,439.33
14	07/08/2017	0.00	269.31	269.31-	99,708.64
15	08/08/2017	0.00	270.04	270.04-	99,978.68
16	09/08/2017	0.00	270.78	270.78-	100,249.46
17	10/08/2017	0.00	271.51	271.51-	100,520.97
18	11/08/2017	0.00	272.24	272.24-	100,793.21
19	12/08/2017	0.00	272.98	272.98-	101,066.19
20	01/08/2018	0.00	273.72	273.72-	101,339.91
21	02/08/2018	0.00	274.46	274.46-	101,614.37
22	03/08/2018	0.00	275.21	275.21-	101,889.58
23	04/08/2018	0.00	275.95	275.95-	102,165.53
24	05/08/2018	0.00	276.70	276.70-	102,442.23
25	06/08/2018	35,356.69	277.45	35,079.24	67,362.99
26	07/08/2018	0.00	182.44	182.44-	67,545.43
27	08/08/2018	0.00	182.94	182.94-	67,728.37
28	09/08/2018	0.00	183.43	183.43-	67,911.80
29	10/08/2018	0.00	183.93	183.93-	68,095.73
30	11/08/2018	0.00	184.43	184.43-	68,280.16
31	12/08/2018	0.00	184.93	184.93-	68,465.09
32	01/08/2019	0.00	185.43	185.43-	68,650.52
33	02/08/2019	0.00	185.93	185.93-	68,836.45
34	03/08/2019	0.00	186.43	186.43-	69,022.88
35	04/08/2019	0.00	186.94	186.94-	69,209.82
36	05/08/2019	0.00	187.44	187.44-	69,397.26
37	06/08/2019	35,356.69	187.95	35,168.74	34,228.52

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38	07/08/2019	0.00	92.70	92.70-	34,321.22
39	08/08/2019	0.00	92.95	92.95-	34,414.17
40	09/08/2019	0.00	93.21	93.21-	34,507.38
41	10/08/2019	0.00	93.46	93.46-	34,600.84
42	11/08/2019	0.00	93.71	93.71-	34,694.55
43	12/08/2019	0.00	93.96	93.96-	34,788.51
44	01/08/2020	0.00	94.22	94.22-	34,882.73
45	02/08/2020	0.00	94.47	94.47-	34,977.20
46	03/08/2020	0.00	94.73	94.73-	35,071.93
47	04/08/2020	0.00	94.99	94.99-	35,166.92
48	05/08/2020	0.00	95.24	95.24-	35,262.16
49	06/08/2020	35,356.69	95.50	35,261.19	0.97
50	07/08/2020	0.00	0.00	0.00	0.97
51	08/08/2020	0.00	0.00	0.00	0.97
52	09/08/2020	0.00	0.00	0.00	0.97
53	10/08/2020	0.00	0.00	0.00	0.97
54	11/08/2020	0.00	0.00	0.00	0.97
55	12/08/2020	0.00	0.00	0.00	0.97
56	01/08/2021	0.00	0.00	0.00	0.97
57	02/08/2021	0.00	0.00	0.00	0.97
58	03/08/2021	0.00	0.00	0.00	0.97
59	04/08/2021	0.00	0.00	0.00	0.97
60	05/08/2021	0.00	0.00	0.00	0.97
61	06/08/2021	1.00	0.03	0.97	0.00
<b>Grand Totals</b>		<b>176,784.45</b>	<b>10,936.45</b>	<b>165,848.00</b>	

**LESSEE** **TOWN OF PAGOSA SPRINGS**  
 551 HOT SPRINGS BLVD,  
 PAGOSA SPRINGS, CO 81147

By: *Gregory J. Schulte*  
 GREGORY J SCHULTE, TOWN  
 MANAGER

Date: 6-7-16

**LESSOR** **DEERE CREDIT, INC.**  
 6400 N.W. 86<sup>th</sup> STREET, PO BOX 6600  
 JOHNSTON, IA 50131-6600

By: *John Ferrell*

Date: 6-27-16



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